

5-12-2015

Board of Trustees Meeting Packet, March 12 2015

Framingham State University

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Framingham
State University

Board of Trustees Meeting

May 12, 2015

5:30 p.m. – 6:25 p.m.

Dinner

Faculty and Staff Dining Room,
McCarthy Center

~~*~*~*~*~*~*~*~*~*~*~*~*~*~*

6:30 p.m. Meeting

Alumni Room, McCarthy Center

FRAMINGHAM STATE UNIVERSITY POLICE DEPARTMENT

VISITOR PARKING PASS

DATE:	MAY 12, 2015
TIME:	4:00PM – 11:00PM
LOT ASSIGNMENT:	MCCARTHY CENTER LOT (NO C/Z OR FOOD SERVICE SPACES) (19 SPACES) (PLEASE UTILIZE CONED OFF SPACE)
PERSON VISITING:	TRUSTEES – FSU BOARD OF TRUSTEES
LOCATION VISITING:	FSDR AND ALUMNI ROOM
CONTACT NAME/NUMBER:	EMMANUELLA GIBSON 508-626-4993
MEETING TITLE:	FSU BOARD OF TRUSTEES MAY 2015 MEETING

FOR UPDATED SHUTTLE SERVICE INFORMATION, PLEASE CONTACT THE
OFFICE OF STUDENT INVOLVEMENT AT 508-626-4615.

***19 CONES OFF SPACES FOR MCCARTHY**

***All passes expire at 11pm on the day of the event**

Parking Pass must be displayed on the driver's side dashboard for the police officers to view.

Failure to properly display pass or parking in another area may result in the vehicle being ticketed and towed at the owner's expense.

If you require further assistance, please contact the Framingham State University Police Department at (508) 626-4911.

This pass approved by: Sgt. Robert Barrette








Framingham State University Responsible Employee Guidelines

"Responsible Employees" or "REs" – Any employee who has the authority to take action to redress sexual violence, sexual harassment, gender based harassment, domestic violence, dating violence, and stalking; who has been given the duty of reporting incidents to the Title IX Coordinator or designee; OR any employee whom a student could reasonably believe has this authority or duty. Framingham State University has provided notification to those individuals designated as Responsible Employees.

What should I do as a "responsible employee" if a student or employee reports an incident of sexual violence to me?

RESPONSES	
1.	<p>Address any imminent medical needs or threats to safety. Contact Campus Police at 508-626-4911 if the victim requires medical attention or there is an immediate threat of danger or injury to the victim or someone else.</p>
2.	<p>Ask the victim if he/she would like to contact the police immediately. Unless there is an imminent threat of harm, it is only the victim's decision whether or not to make a report to law enforcement.</p>
3.	<p>Tell the person that you are obligated to report the matter to the Title IX Coordinator but you will not tell anyone else. You will treat the information with sensitivity but you cannot receive a confidential report and must share all available details (including names) with the Title IX Coordinator.</p> <p>SCRIPT TIP: If the victim wants to talk to you confidentially and does not want the matter investigated, explain that you want to hear what they have to say and to assist them. Let them know that, to the extent possible, you will share information only with individuals responsible for handling the University's response to such matters, which includes reporting the matter to the Title IX Coordinator. If the person is not sure they want to talk, do not pressure them, but let them know there are resources on campus to help them. When you report the matter to the Title IX Coordinator, make sure you mention the person's request to keep the matter confidential. The Title IX Coordinator will then review the request for confidentiality and determine next steps.</p>
4.	<p>Inform the person on options to make a confidential report. If the person is looking for a place to discuss a matter confidentially, refer students to the Counseling Center (508-626-4640), Health Services (508-626-4900), and/or Campus Ministry (508-626-4610). Employees should be referred to the Employee Assistance Plan through AllOne Health (800-451-1834).</p>
5.	<p>Remind the individual that it is not their fault.</p> <p>SCRIPT TIP: Acts of sexual violence, relationship violence, and stalking are never the fault of the victim. Thank the individual for telling you what happened and share with them resources that may be helpful. You can also ask if they would like you to follow up with them in a few days/weeks just to check in.</p>

6.	Provide the individual with information about available resources. SCRIPT TIP: The SHAPE Web site lists on campus and off-campus resources – http://www.framingham.edu/shape Refer to the SHAPE Resources and Services sheet and provide a copy to the individual. Resources to highlight include the Title IX Coordinators, Campus Police Health Services, Counseling Center, the EAP, and Voices Against Violence.
7.	Encourage the individual to contact the Title IX Coordinator. Individuals should be informed of the right to file a complaint with the Title IX Coordinator and/or law enforcement. SCRIPT TIP: Even in the absence of a formal complaint, the Title IX Coordinator can assist the victim in obtaining support services, can implement accommodations in the classroom, residence halls, and campus employment settings, and will review the victim's options for filing a complaint with the University and/or making a report to law enforcement.
8.	Inform the individual that retaliation is strictly prohibited and the University will respond swiftly to any claims of retaliation. SCRIPT TIP: The University will attempt to prevent acts of retaliation but should concerns of retaliation exist, these should be brought to the attention of the Title IX Coordinator immediately.
9.	Contact the Title IX Coordinator. For student related matters contact the Title IX Coordinator for Students, Melinda Stoops (508-626-4596). For all other matters contact the University Title IX Coordinator, Kim Dexter (508-215-5859). Concerns related to the athletic program may also be directed to the Title IX Coordinator for Athletics, Carey Eggen (508-626-4565) Do this immediately after taking the report and share ALL available details.
10.	If you are also a Campus Security Authority, the matter must be reported to Campus Police. When reports allege sexual violence, the Title IX Coordinator can usually make this report on your behalf. For more information, contact the Chief of Police, Brad Medeiros, 508-626-4911.

RESPONSES TO AVOID	
	Do NOT promise confidentiality. If possible, inform individuals of your duty to disclose and identify confidential resources before they share information.
	Do NOT provide counseling or guidance beyond your training or expertise. Listen and be supportive, but refer individuals to trained resources: Title IX Coordinator, Counseling Center, Health Services, the EAP, etc.)
	Do NOT investigate the matter. Again, listen and be supportive, but do not attempt to question the individual about the incident. Asking the individual to share specific details can cause re-traumatization and put the individual in a position to recount the details more times than is necessary.
	Do NOT discourage the individual from further reporting. If you have doubts about the information provided to you, keep them to yourself.
	Do NOT speculate about motives or circumstances regarding the incident.
	Do NOT minimize the incident or its impact on the victim.
	Do NOT promise an outcome.



Framingham State University

BOARD OF TRUSTEES

BOARD MEETING ■ MAY 12, 2015 6:30 P.M. ■ ALUMNI ROOM, MCCARTHY CENTER

AGENDA

- 1.0 **Chair's Report** (15 minutes)
 - 1.1 Welcome Commissioner Richard Freeland ✓
 - 1.2 **Trustee Action Item: Approval of minutes (March 24, 2015)** ATTACHMENT
 - 1.3 Presidential Evaluation
- 2.0 **President's Report** (10 minutes)
 - 2.1 Update on AY2014-15 University-wide goals ✓
 - 2.2 Honorary degrees
 - Trustee Action Item: Approval of honorary degrees** ✓
 - 2.3 Citizen Laureate award
 - 2.4 Student-in-the-Spotlight - 29 who still in ✓
- 3.0 **Student Trustee Report** (5 minutes) ✓
- 4.0 **Enrollment and Student Development** (5 minutes) ✓
- 5.0 **Academic Affairs** (5 minutes) ✓
 - 5.1 Academic Affairs subcommittee report ✓
- 6.0 **Inclusive Excellence** (5 minutes) ✓
- 7.0 **Administration, Finance and Technology** (20 minutes) ✓
 - 7.1 FY2016 FSU All funds budget consideration ATTACHMENT
 - Trustee Action Item: Approval of FY2016 trust fund budgets and fee rates** ✓ ATTACHMENT
 - 7.2 **Trustee Action Item: Personnel actions** ✓ ATTACHMENT
- 8.0 **New Business** (15 minutes)
 - 8.1 **Trustee Action Item: AY2015-2016 Board officers** ✓
 - 8.2 Board meeting dates AY2015-16
 - 8.3 **Trustee Action Item: Delegation of powers to the President for summer months**
- 9.0 **Public Comment** ✓
- 10.0 **Adjourn Open Meeting** ✓
- 11.0 **Executive Session**



BOARD OF TRUSTEES

MINUTES ■ BOARD MEETING ■ MARCH 24, 2015 6:00 P.M.

In Attendance: Trustees Budwig, Burchill, Combe, Foley, Gardner, Gregory, Martinez, Owyang, Quezada

1.0 Chair's Report

Chair Burchill welcomed Board members to the March board meeting. He began with the first item under the chair's report tab regarding submitting memberships. Chair Burchill indicated that he had already spoken to several trustees by phone regarding this item. A list of subcommittees with suggested participants was distributed to the board for their review and consideration. Chair Burchill asked if there were any objections to the composition of the subcommittees as they appear on the handout before them, and there were no objections.

Chair Burchill called attention to the handout of the itinerary for the week of President Cevallos' inauguration. He explained that trustees are welcome to attend as many of the events as their schedules would allow, but wanted to highlight two particular events: a formal dinner on Thursday, April 30 at 6 pm in the McCarthy Center Forum, and the inauguration ceremony itself on Friday, May 1 at 9:30 am in the Dwight Performing Arts Center. There will also be a concert in the Ecumenical Center that will feature special vocalist Josee Vachon Cevallos. Chair Burchill explained that if trustees plan on attending the Inauguration Ceremony to please RSVP by returning the cards in the invitation packet they received or by going to the website and registering there. He explained that trustees attending the Inauguration ceremony should be aware that they will be robed in academic attire and seated on the stage.

Chair Burchill thanked Vice President Susanne Conley for all her hard work in planning the inauguration week. He commented that the schedule of events is impressive, and that he is sure that it will be a great week and a wonderful celebration.



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Chair Burchill also noted that UMASS Boston Chancellor Keith Motley, who is serving as President of ASCU this year, will be the key speaker at the inauguration. Chair Burchill expressed that he was very pleased to have him as the featured speaker.

Turning to the minutes of the January meeting, Chair Burchill asked if everyone had has an opportunity to review the minutes and asked for a motion to approve the minutes. Trustee Richard Gregory expressed that he would abstain from voting on the minutes because he was unable to attend the January meeting.

* * * *

*On a motion duly made and seconded, it was voted to approve
the minutes of the January 29, 2015 Board meeting.¹*

* * * *

2.0 President's Report

President Javier Cevallos his report began by pointing out that students were just returning to campus from spring break and that several campus groups traveled for various events, such as Alternative Spring Break, which student Trustee Brandon Martinez would address more fully in his report. The Gatepost attended a journalism convention in New York, and another group traveled to Greece.

President Cevallos explained that this Saturday will be the first of two Accepted Students Reception days. He continued by reporting that the University is near the completion of its search for the College of Education Dean. The first candidate, Arly Woodrum, is scheduled for a campus visit on March 30 and there will be an open forum meeting in the Alumni Room, McCarthy Center. The second candidate, Thomas DiFranco, is scheduled for a campus visit on

¹ Trustees Gregory abstained from the vote as he was not present at the January meeting.



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April 15, and there will be an open forum meeting in the Dwight Performing Arts Center. President Cevallos added that their resumes are available for review. Chair Burchill asked President Cevallos to please email to trustees the dates of when the College of Education Dean candidates would be on campus, and to also share their resumes.

President Cevallos explained that after many delays because of the snow, the University was able to close on the Worcester Road property.

Next, President Cevallos introduced Dr. Robert Krim to speak about the Entrepreneur Innovation Center that he directs at Framingham State University. Dr. Krim is a professor in the Business Department. Dr. Krim thanked Provost and Vice President Linda Vaden-Goad, President Cevallos, and the Board of Trustees for their invitation to speak. He then described a student, Joseph Wyman, who was in his first class and who wrote an excellent paper, and then became an intern at the Center. Dr. Krim introduced Joseph Wyman, who is currently working on his own business.

Joseph Wyman explained that his journey began while in Professor Krim's classroom, and led, a year later, to his very own business. He talked about his idea for a salad stand, and his goal to save the world by making healthy food as convenient as unhealthy food. He stated that the salads that his company makes, which are sold in vending machines, can weigh up to a pound. He said that his business would not be alive if it were not for Framingham State University and the Center. He began at Framingham State as a nutrition major, and took Professor Krim's class simply because he thought it sounded interesting. In the class, Joseph developed a hypothetical business that today is a real business. He stated that Professor Krim pushed him to take the business seriously. The class not only gave him hands-on experience, but it also encouraged him to keep working on his business while at the Center. At the Center he also learned that a lot of his ideas were not very good, although good ideas did come out. Joseph attested that the



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class allowed him to see himself as a real entrepreneur. Joseph is currently on leave from the University but plans to return to classes in the fall semester.

Trustee Emeritus Robert Richards asked where the business is located. Joseph explained that the salads are available at several locations including downtown Boston, South Boston and East Boston.

Trustee Nancy Budwig asked that since Joseph was out of classes, was there a hybrid set up for him to work on classes while having the real world experience and how is he doing as a student. Joseph replied that his classes are definitely more exciting with real world experience.

Trustee Barbara Gardner asked what technology is used to help keep the salads fresh. Joseph replied that the salads are made fresh every day. He explained that they stock small quantities in several different locations.

Chief of Staff & General Counsel Rita Colucci asked Joseph if he changed his major. Joseph replied that, yes, he did. He now has a combined major of Food & Nutrition and Business.

Chair Burchill commented that he noted that the product was presented in a cup. Joseph confirmed that, yes, the product is presented in 32 ounce plastic container. He found that they were easy to grab. A plate or a bowl is offered with the product.

3.0 Student Trustee Report

Trustee Brandon Martinez began his report by adding to President Cevallos' comments that a group of students traveled to Washington, D.C. to explore the city. The Service Club hosted a local Alternative Spring Break, where they worked with Habitat for Humanity at a local food



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pantry in Worcester. Trustee Martinez commented that it was a very successful trip, and they hoped to continue to support local Alternative Spring Break opportunities. Trustee Martinez also spoke about the Alternative Spring Break trip to Trent, Michigan. The group went for one full week, from Saturday to Saturday, and worked with two different organizations while there. He stated that the trip was visually different from previous trips he has been on. The people in Michigan were grateful and it was a very meaningful trip for the students. He hopes to see more trips develop where all who apply can have an opportunity to go, either locally or to another state, or even another country. These trips offer more than classroom experience.

Trustee Martinez reported upcoming events that included a student trip to the State House to lobby the legislature for continued higher education support. They will be accompanied by Peter Chisholm and Associate Dean of Academic Affairs Chris Gregory. Students will then be busy studying for final exams.

After Trustee Martinez's report, Chair Burchill asked that he expand more on the visual learning experience in Trent, Michigan. Trustee Martinez explained that there are 70,000 abandoned buildings in Detroit. Many were boarded up, and many were falling apart, burned, and the water shut off. Despite these conditions, mattresses and clothes could be seen as you walked through these houses, indicating that people were still living in them. This was much different from seeing the results of natural disasters. Many students were so moved that they would like to return to continue to make a difference. Chair Burchill thanked Trustee Martinez for his report stating that it made it more real for him.

4.0 Academic Affairs Report

Provost and Vice President Linda Vaden-Goad began her report by stating that it is a very good time for Academic Affairs. They are in their budget and planning cycle. There are many opportunities for students to enhance what they are doing in the classroom. The Academic



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Affairs subcommittee met on Tuesday, March 10, 2015. She explained that Trustee Richard Gregory was in attendance and that he might say a few words about the meeting.

Trustee Gregory explained that Provost and Vice President Vaden-Goad gave a great report on academic retention and graduation, and that the rates are relatively good. He continued by saying that he knows that President Cevallos would like to see the retention rate rise to 80%. He stated that the six year graduation rate hovers at about 50%.

Trustee Gregory also mentioned the report given by Director/Business Systems Analyst Cynthia Glickman regarding the Starfish retention program. He commended Ms. Glickman on her report.

Provost Vaden-Goad noted that the Director of the Professional Sciences Master's Program had been hired. In addition, two faculty members were recently named Fulbright Scholars. Last, theater students in the Communications Arts department would soon be putting on *A Midsummer Night's Dream*.

5.0 Enrollment and Student Development Report

Vice President Susanne Conley referred to the handout in the packet showing the enrollment numbers, and enrollment trends. With regard to the declining number of graduate and continuing education courses, she noted that this is a national trend heavily influenced by the economy, in that as the economy improves, people register for fewer classes. She stated that the University had developed a new marketing plan for using social media to attract students to graduate and continuing education courses.

Trustee Kevin Foley asked about the trend in graduate and continuing education numbers. Vice President Conley explained that Associate Vice President for Academic Affairs Scott



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Greenberg and she have discussed the issue, noting that when the economy improves, people go back to work, not school. But she acknowledged that the University needed to attract more students to the programs, which was the point behind the new marketing initiative.

Trustee Gardner asked Vice President Conley to define the market audience. Vice President Conley replied that the University targets individuals within the 25 to 45 age range who live within 50 miles of the University with radio and social media ads. She added that President Cevallos is interested in attracting international students as well.

Trustee Gardner asked whether there were any efforts to provide professional development opportunities with local hospitals. Associate Vice President Scott Greenberg stated that he was working on bringing our BSN program to Newton-Wellesley Hospital.

Dean of Graduate Studies Yaser Najjar also added that there is a national decline in the number of graduate student enrollments, which is why he is hoping to enhance other opportunities that will bring in revenue, such as attracting international students. He is also working with industry advisory boards to identify needs of employers in the area.

6.0 Inclusive Excellence Report

Chief Diversity and Inclusion Officer Sean Huddleston began his report by stating that it has been an exciting and busy two months. He referred Trustees to the sixth tab in their board material packet where they would find a report on his division. Mr. Huddleston offered to highlight a few items. He reported on the establishment of the Bias Incident Protocol committee. Under the direction of President Cevallos, it was developed for people to report bias incidents that did not rise to the level of a hate crime but could be found offensive



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especially to people of specific protected classes and ethnic groups. A final draft of the protocol will be ready soon for President Cevallos' review and approval.

Chair Burchill asked about disciplinary actions for those who have committed these incidents. Mr. Huddleston explained that his office regards these incidents as opportunities for more education, but that further action might be taken in the realm of the student conduct code or by referral to human resources. He noted that these incidents create better dialogue on topics such as micro aggressions that are not intentionally offensive and help people check their attitudes around inter-culturalism.

Mr. Huddleston continued with his report by highlighting the establishment of the Framingham State University Interfaith Prayer & Reflection Center. It will be a neutral space where any time during the day students, faculty, and staff can go for prayer, meditation, and reflection. He explained that he is currently in the process of putting together a collection of artifacts that are supportive of various faiths. He has received direction from various people, such as Dean of Graduate Studies Yaser Najjar, about what to consider when organizing the space so that it will be comfortable to people of various faiths. Last, the Center will be a reservable space.

Next, Mr. Huddleston highlighted the Leading for Change Consortium. Bridgewater State University is working with a number of public and private institutions to come up with best practices for inclusion. He, along with ten faculty and staff members and eleven students from Framingham State University, plan to attend the BSU summit scheduled for Monday, March 30, 2015, the focus of which will be male students of color. Mr. Huddleston also reported that his division plans to launch a Framingham State University Male Initiative in the fall but planning has already begun.



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Mr. Huddleston stated that he is working with the Information Technology department to set up a system in Banner where students can self-identify with regard to their sexual orientation and gender.

Trustee Fernando Quezada congratulated Mr. Huddleston and noted that it appeared that he hit the ground running. Trustee Quezada asked, first, how the work being done in Mr. Huddleston's division can be translated to marketing and recruitment; and second, how can his efforts be blended in with the capital campaign.

Mr. Huddleston replied that the inclusive excellence model can be embedded into every aspect of the institution. The model includes a score card, which is an assessment tool. He stated that his division is not meant to own diversity and inclusion work, but to franchise it and ensure that it is imbedded into every aspect of the University. Chair Burchill commented that he liked that approach.

7.0 General Counsel Report

Chief of Staff and General Counsel Rita Colucci reported on the new Equal Opportunity, Diversity and Affirmative Action Policy, which was written by Rubin and Rudman attorneys for the nine state universities. The new policy went into effect on March 15, 2015. Changes were made to the Ram student handbook based on the new policy so that it is fully compliant with all guidelines. Ms. Colucci informed the Board that they will need to be trained in their roles as "responsible employees" under the policy. As responsible employees, they have a duty to report any instances of sexual misconduct that is brought to their attention. She continued by indicating that there will be a training in May for Trustees immediately following the May Board of Trustees meeting.



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Ms. Colucci stated that efforts to educate the campus community about Title IX and sexual misconduct are ongoing. There will be a table at Accepted Students Reception days and the policy will be addressed during new student orientation and Black and Gold Beginnings. Ms. Colucci reported that the University continues to sponsor the Bringing in the By-Stander program by training facilitators and students.

Trustee Barbara Gardner asked if the policy was just for the nine state colleges and universities and what the community colleges and the UMASS system was doing.

Ms. Colucci replied that in 2007, Rubin and Rudman attorneys had authored a policy on affirmative action. It was not updated again until 2013. Thereafter, guidelines around Title IX continued to evolve, which led to the creation of the latest version of the policy. Ms. Colucci was not sure what the community colleges and UMASS were doing in terms of policy compliance.

Executive Vice President Dale Hamel added that he was aware that the community colleges were also directed to update their policies, and that a new policy was approved by the BHE on the same day the state university policy was approved.

Trustee Nancy Budwig asked if discrimination and sexual harassment prevention training was required or simply encouraged. Ms. Colucci replied that for employees the training was optional. However, many employees were trained about five years ago, and now the training is part of new employee orientation.

Vice President Conley added that for students there is an on-line training.



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Trustee Richard Gregory asked Ms. Colucci if those employees hired five years ago were captured in the training. Ms. Colucci replied that, yes, they would have been captured, but that it has been a challenge to train faculty because of their teaching schedules. Because the University is unionized, trainings are not deemed mandatory, and the University has tried to try to promote awareness and emphasize to faculty that these trainings are in their best interest.

8.0 Administration, Finance and Technology Report

Executive Vice President Dale Hamel asked the Board to turn their attention to his blue sheet where he outlined five main points as they relate to the budget. He began his report by stating that FSU is the least expensive of our sister colleges and universities for tuition and fees; further, FSU is currently the second lowest in the Massachusetts state university system for comprehensive costs (tuition, fees, room, and board), and \$500 dollars below average. He stated that in the past, the Board had talked about trying to stay in the "middle of the pack" as far as the other state universities' student costs were concerned.

Executive Vice President Hamel then referred the Board to the first main point found on page eight of the FY2016 Budget Development Plan. He stated that collective bargaining costs would increase by 3.5% annually for the next three years. These can be considered fixed costs. The biggest assumption relating to development of the FY2016 budget is that the state will appropriate monies for the collective bargaining costs. If the state does not appropriate the funds, the costs fall to the students.

Vice President Hamel noted that the recommended increase to student fees was 4.6% or \$380. This increase is larger than in recent years. The increase in aggregate comprehensive student costs (including tuition, fees, room, and board) would be 4.0% or \$780. This number assumes



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an enrollment increase of 1%, which was adjusted from 2% in prior long-range pro forma budgets.

Vice President Hamel went on to say that inflation varies by category, but is being assumed, on average, at 2.4%. Staffing levels have been determined via a hiring plan. The University is adding six additional tenure-track positions (with a net of 5 positions due to the conversion of a full time temporary position to a tenure track position), which should help the University to comply with the 15% rule. The University is also adding additional staff positions.

Turning to page 9 of the packet, Vice President Hamel summarized the costs the University is facing and the impact on student fees. Personnel costs are anticipated at \$1.6 million dollars, which would equal a \$430 student fee increase. Inflation costs will be about \$500,000. Strategic priorities net impact has been allocated at \$200,000. In total, assuming the state will fund \$900,000 (collective bargaining costs), \$1.4 million would be assigned to student fees, resulting in a fee increase of \$380. Turning to page 10, the red line shows that the student fee increase would be \$380 at the preliminary budget numbers. At current state funding levels, the student fee increase would rise to \$580. Fifty/fifty state funding support, which will not happen this year, would result in no student fee increase.

Vice President Hamel stated that this budget is much tighter than in recent years. The net income is much lower this year.

With regard to timing, Vice President Hamel stated that the House budget will be released in mid-April and this will be a good indication of what can be expected. In May, the Senate budget will come out.



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Trustee Emeritus Roberts noted that in past years, the Board has approved a range tied to assumptions. Vice President Hamel agreed, saying that last year the Board approved two budgets. Trustee Emeritus Roberts stated that he did not think having a very slim reserve was a good idea. Trustee Quezada asked whether campaign funds could be used to help with the fee increases. Vice President Hamel responded that the University does not rely on gifts for operating costs. Instead, gifts are typically used for special projects. Also, gifts are used to increase the allocations to student financial aid.

Trustee Gardner stated that she thought the University was increasing its enrollment at a rate of 2% per year. Given the upswing in hiring, there should be some correlation between enrollment and hiring. Vice President Conley remarked that the University has not missed its enrollment targets. This year, the target was 1.5% and enrollment came in at about 1.7%. Vice President Hamel stated that enrollment for FY2016 (next academic year) is budgeted at a 1% increase.

Trustee Emeritus Richards asked about the change in part-time faculty to tenure track faculty. Provost Vaden-Goad stated that the faculty contract requires departments with 6 or more faculty to have no more than 15% of its courses taught by part-time faculty. She noted that the University is over the 15% mark in a number of departments. However, the University has a faculty hiring plan which should ultimately resolve the 15% issue. Trustee Emeritus Richards stated that a number of years ago, the issue of full-time versus part-time faculty was raised. Chair Burchill noted that NEASC had identified this as an area where improvement was needed. Trustee Gardner stated that the Trustees have a responsibility to keep fee increases as low as possible. Trustee Gregory asked whether the University had looked hard at discretionary spending, since the budget was growing faster than inflation. Chair Burchill noted that the university operated fairly tight-fisted in terms of spending. Vice President



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Hamel commented that we are not that far removed from the recession, during which time we did zero based budgeting.

Returning to his budget presentation, Vice President Hamel turned to page 11 and pointed out the 3.2% aggregate annual percentage increase in the budget for FY2014. Trustee Gregory stated that we should be keeping the budget as lean as possible. Trustee Emeritus Richards noted that the University formerly was the lowest priced in the system, and running very lean, perhaps too lean. Trustee Budwig commented that there were other considerations in terms of budgeting – in that sometimes spending in one area would create savings in other areas, such as with retention efforts.

Trustee Martinez stated that there are two reasons that students come to Framingham State: 1) the small campus; and 2) low fees. He noted that many students pay out-of-pocket while working full-time. The challenge is to balance schoolwork, work and extra-curricular activities. He also stated that it is very important that student fees stay low. He noted that financial aid in the form of loans needs to be paid back and he was not sure that students knew what they were getting into and what they would owe.

Trustee Gregory asked what the average cost after the discount was and Vice President Conley replied that the discount rate was 13 to 15%.

Trustee Gardner asked if it was possible to get a list of non-mandatory spending. Vice President Hamel replied that he could show changes in expenditures over time by expense category. Chair Burchill asked for a breakdown of spending by major items, i.e., people, debt service, etc. It was noted that the budget development process would continue over the next couple of months.



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Next, Executive Vice President Hamel asked for a motion to approve the personnel actions list.

* * * *

*On a motion duly made and seconded, it was unanimously
voted to approve the Personnel Actions list.*

* * * *

9.0 New Business

Chair Burchill turned to Trustee Fernando Quezada and asked that he give the report on the Governance Committee. Trustee Quezada began first by congratulating Trustee Colin Owyang on his new position and expressed that the committee is delighted to have him as part of the committee.

Trustee Quezada reported that the Governance subcommittee met on March 10 and discussed nominations for the chair and vice-chair positions for the academic year 2015-2016. He reported that the Governance subcommittee nominates Trustee Richard Logan as Chair and Trustee Richard Gregory for Vice-Chair, with one caveat – that Trustee Gregory will not be later seeking the Chair position. He stated that the Board would vote on these nominations at the May meeting.

Trustee Quezada continued with the second item on his report that was discussed at the subcommittee meeting, the Board's By-Laws. One of the Governance Subcommittee's charges is to review the By-Laws every year. This year, this Board created the Compliance, Audit and Risk Committee. After reviewing the By-laws, the Governance Committee thought that some changes needed to be made to the charge to the Finance Committee. Trustee Quezada called the board's attention to page 4 of the By-Laws, where the Compliance, Audit and Risk Committee is



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added under the section "Standing Committee"; and then to page 6, where they will see the charge to the Budget, Finance and Facilities Committee. He stated that it is proposed by the Governance Committee to change the language under the Budget, Finance and Facilities Committee from "to review and approve the annual independent audit of financial statements" to read "to REVIEW the annual independent audit of financial statements" – the difference being that the word "approve" is removed. This function will be delegated to the Compliance, Audit and Risk Committee. Last, the language of the Compliance, Audit and Risk Committee, as approved in January by this Board, is included in the By-Laws.

Trustee Barbara Gardner encouraged new Trustee Nancy Budwig to attend the Finance Subcommittee meeting as she found it helpful to go to those meetings as a new Trustee. Trustee Budwig agreed stating that it is part of the academic affairs subcommittee's work to wrestle with finance. Ms. Colucci commented that it was a good point made by Trustee Gardner, and encouraged the board members to attend finance subcommittee meetings even if they are not members of the finance subcommittee. All board subcommittee meetings are open meetings.

Chair Burchill agreed and offered the practicality of calling-in if members are unable to attend in person. Chair Burchill asked that all Trustees be sent a calendar invite for all subcommittee meetings.

* * * *

*On a motion duly made and seconded, it was voted to approve
the By-Laws as edited.*

* * * *



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10.0 Public Comment

Chair Burchill asked if there was any public comment.

Professor Robert Donohue stood to address the board in his role as faculty union chapter president. Professor Donohue reported that faculty have great concerns in regards to the 15% rule. He noted that in 2002 there was a problem resulting in grievances being filed with the Department of Labor Relations. The issue was a system-wide issue. In December 2014, another decision came down, ordering the state universities to comply with the contract. Management has appealed this decision. This "sudden crisis" was thirteen years in the making. FSU's plan for dealing with this is, purportedly, to increase seats in courses. A new policy will increase seats in thesis seminar courses by 100%. Hiring full-time faculty to replace part-time faculty will increase personnel. As there is a concern about student fees, Professor Donohue suggested that the state universities should stop spending money on appeals.

Professor Donohue went on to say that over the past few years, FSU has hired five new deans, a huge cost to the University. Faculty supported this as it is the cost of doing business and students would benefit. Compliance with the contract will have a cost as well but again it is the cost of doing business. Professor Donohue stated that he appreciates Board support in complying with the contract.

Trustee Gregory asked what the number of students in each 400 level course would be and how far the University is from compliance with the 15% rule. Professor Donohue responded that courses would rise from 10 students each to potentially 20 students, and that in academic year 2013-14, eight departments were not in compliance.

Chair Burchill stated that he admired the passion Professor Donohue presented for students and for his fellow faculty members, and that this was an important matter. Chair Burchill



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added that this was brought to the Board's attention during the NEASC review and thanked Professor Donohue for bringing it back to their attention. Chair Burchill requested that the Board would like to see a report brought to the May meeting, a report that would include numbers and benchmarks. Ten students per faculty sounds like a low number, but that it may help to put the objective in context where the Board can better understand.

Professor Donohue thanked Chair Burchill for his response.

11.0 Adjourn Open Meeting

Chair Burchill asked for a motion to adjourn the meeting.

* * * *

*On a motion duly made and seconded, it was unanimously voted to
adjourn the open meeting.*

* * * *

The meeting adjourned at 8:03 pm.

Stephanie T. Billingsley

Education

Framingham State University

B.A. in Psychology to be awarded May 2015, summa cum laude, GPA 4.0

Massachusetts Bay Community College

A.A in General Studies awarded December 2009, GPA 3.87

Research Experience

Independent Study

Spring 2015

- ♦ Conducted independent research under the supervision of a faculty advisor
- ♦ Gained further experience involving:
 - Survey based research, data collection, coding, and analyses
 - Preparation for conference submissions
 - Poster presentation styles appropriate to a semi-professional setting

Peer Reviewer

Spring 2015

- ♦ Peer reviewed journal submissions by other undergraduate students for the *FSU Journal of Behavioral Sciences: Special Edition*

Senior Capstone Thesis

Fall 2014

- ♦ Conducted research with a partner under the supervision of our class professor
- ♦ Gained knowledge and experience involving:
 - Survey based research, data collection, coding, and analyses
 - Preparation for conference submissions
 - Familiar with poster presentation styles appropriate to a semi-professional setting

Research Methods I & II

Spring 2014 &
Fall 2013

Acquired knowledge and skills involving:

- ♦ Research ethics involving the testing of human participants
- ♦ Survey-based data collection, coding, and checking
- ♦ SPSS: including data entry and basic data analysis
- ♦ Interpretation of descriptive statistics such as t-test, ANOVA's, and correlations
- ♦ Familiarity with conducting computer-based literature searches
- ♦ American Psychological Association (APA) writing style requirements

Teaching/Research Experience

Teaching Assistant

Spring 2015 &
Fall 2014

Framingham State University

Research Methods in Psychology I & II

- ♦ Coordinated review sessions
- ♦ Assisted professors with grading of quizzes
- ♦ Held office hours and tutoring appointments
- ♦ Edited research proposals
- ♦ Assisted professors with the teaching of SPSS and data analyses

Psychology Subject Tutor

Framingham State University

Sept 2014 to
May 2015

- ♦ Tutored students taking a variety of psychology classes including:
 - Research Methods, Thesis, Abnormal Psychology and Educational Psychology
- ♦ Tutored students on the usage of SPSS and running data analyses

Publications

Billingsley, S. T., & Ludemann, P. M. (2015). Personality and gender differences and their influence on social media usage and perceived friendship damage. *FSU Journal of Behavioral Sciences: Special Edition, 18*, (In publication).

Billingsley, S. T., & Lewis, C. A. (2015). The impact of traditionalism and exposure on the perceptions of language appropriateness in referencing non-heterosexuals. *FSU Journal of Behavioral Sciences: Special Edition, 18*, (In publication).

Keogan, M., & Billingsley, S. T. (2015). Influence of media, self-agency, empathy, and fear on perceptions of bystander reactions as affected by sex and age of victim. *FSU Journal of Behavioral Sciences: Special Edition, 18*, (In publication).

Conferences

Billingsley, S. T., & Ludemann, P. M. (October, 2015). *Personality and Gender Differences and their Influence on Social Media Usage and Perceived Friendship Damage*. Paper submitted to the Annual Meeting of the New England Psychological Association, Fitchburg, MA.

Billingsley, S. T., & Ludemann, P. M. (May, 2015). *Personality and Gender Differences and their Influence on Social Media Usage and Perceived Friendship Damage*. Paper presented at the Framingham State University Annual Day in May Conference, Framingham, MA.

Billingsley, S. T., & Lewis, C. A. (May, 2015). *The Impact of Traditionalism and Exposure on the Perceptions of Language Appropriateness in Referencing Non-Heterosexuals*. Paper presented at the Annual Framingham State University Day in May Conference, Framingham, MA.

Billingsley, S. T., & Ludemann, P. M. (April, 2015). *Personality and Gender Differences and their Influence on Social Media Usage and Perceived Friendship Damage*. Paper presented at the Annual UMass Undergraduate Research Conference, Amherst, MA.

Billingsley, S. T., & Lewis, C. A. (April, 2015). *The Impact of Traditionalism and Exposure on the Perceptions of Language Appropriateness in Referencing Non-Heterosexuals*. Paper presented at the Annual UMass Undergraduate Research Conference, Amherst, MA

Professional Memberships

- ♦ Psi Chi Honor Society
- ♦ American Psychological Association
- ♦ New England Psychological Association

Student Honors, Scholarships, and Awards

- ♦ *Dean's List*
- ♦ *President's List*
- ♦ *FSU Foundations Scholarship* April 2015
- ♦ *Psychology Departmental Award for Academics* April 2015
 - An award given to psychology students in recognition of excellence in academics
- ♦ *Psychology Departmental Award for Research* April 2015
 - An award given to psychology students in recognition of excellence in research
- ♦ *29 Who Shine Award* May 2015
 - An award given to one outstanding student from each of the 29 Massachusetts public colleges and universities for academic achievements, record of student leadership, and community service.

Other Work Experience

Needham Cooperative Bank

May 2003 to
April 2012

Operations Specialist

- ♦ Audited new accounts to make sure they complied with federal regulations
- ♦ Implemented a monthly training newsletter to address areas in need of improvement.
- ♦ Customer service and general office duties

Teller and Customer Service

- ♦ Processed transactions such as withdrawals, deposits, and loan payments
- ♦ Opened new accounts
- ♦ Internet Banking Branch expert



Board of Trustees Update

Topic: Division of Enrollment and Student Development

From: Susanne Conley

Date: April 29, 2015

Division of Enrollment and Student Development Annual Goals Update: AY 2014-2015

The division of E&SD identified six specific focus goals for Academic Year 2014-2015. Each of these is listed below; the objectives to which each relates is indicated in brackets, and the progress toward achieving each goal is represented in italics:

Student Affairs

1. Utilize the results of the *EBI Campus-Wide Student Climate/Diversity Survey* administered in Spring, 2014 to guide Student Affairs initiatives and programming [*Develop community*].

Associate Dean of Students David Baldwin has worked closely with the CDIO to incorporate survey results into current programs and to guide change for the future. With the establishment of the University's CDIO position, the Office of Multicultural Affairs has been retired; instead, Mr. Baldwin will serve as the point person within Student Affairs for the promotion of inclusion and diversity in student life and the co-curriculum in all departments within Student Affairs, including Residence Life, Student Involvement and Leadership Development, Academic Support and Advising, Health and Counseling Services, and Campus Ministry.

Each functional area within Student Affairs used the survey results to identify a way to promote diversity and inclusion in programming and co-curricular educational efforts with new students. Thus, the concepts were addressed in such large-scale efforts as the annual Black and Gold Beginnings program for new first-year students, the First-Year Foundations Seminar, and Orientation. The Office of Residence Life incorporated a gender-neutral housing option into this year's housing assignment process for Fall 2015, and the Office of Disability Services worked to refine service animal policies and develop improved materials related to Section 508 compliance.

2. Collaborate with Academic Affairs to facilitate a campus-wide discussion of ethical student conduct and citizenship in an academic community, including surveying students about current perspectives on such issues as academic honesty and expanding available resources in this area [*Develop Community, Promote student success*].

The Associate VP for Student Affairs has worked with Academic Affairs administrators and faculty leaders to develop a new approach designed to increase understanding of the academic honesty policy and its importance in maintaining a learning environment based on standards of integrity. A Blackboard-based tutorial, set up as a workshop about plagiarism,

was completed and launched this spring. The tutorial consists of six modules, developed and narrated by Dr. Carlos Martinez, that include pre and post-learning assessments. To date, 56 students have successfully used the tutorial.

3. Pilot a co-curricular transcript offering through *CollegiateLink* for student use in internship and job searches. Utilize data from this pilot year to develop a robust co-curricular transcript for use in future academic years [*Develop community, Promote student success*].

The co-curricular transcript project is set for adoption in the Fall 2015 semester and will use the "Involvement Record" function of the CollegiateLink software managed by the Office of Student Involvement and Leadership Development. This year, SILD and staff in Career Services and Employer Relations hosted local employers to gather feedback on what they would find useful about a co-curricular transcript. This information will be used to fine-tune the FSU co-curricular transcript program. Student Affairs professionals have, in preparation for the launch of this program, mapped skills assessment and learning outcomes to specific co-curricular experiences. For example, students engaged in student clubs and organizations develop skills such as organizational management, budgeting and finance, public speaking, project planning, etc., all skills transferable upon graduation to the world of work.

Enrollment Management

4. In Admissions, implement a comprehensive graduate recruitment plan; improve first-year yield efforts through development of online deposit payment system; refresh recruiting practices through the implementation of an appropriate CRM solution and re-design of admissions creatives and the use of social media. [*Increase student enrollment and qualifications*].

This year, FSU significantly expanded graduate student recruitment with activities at the MassBio Conference, the Massachusetts Dietitians Association, the Greater Boston MBA Forum, the Massachusetts and Boston Educators of Young Children conferences, and the Massachusetts Computer Using Educators Conference. FSU exhibited at the Massachusetts Women's Conference, the Massachusetts Science Teacher's Conference, the New England Human Resource Association, the Massachusetts Association of Health, Physical Education, Recreation and Dance, and the Massachusetts and Rhode Island League of Nurses. We are beginning to fully leverage solid relationships with area Chambers of Commerce and exhibit at their public events.

On-line deposit has been successfully implemented and is fully operational.

Planning for the implementation of the CRM is underway with business process analysis and mapping during the week of 4/27. An RFP will be issued in summer 2015.

A new undergraduate viewbook will be ready in time for the new recruiting campaign kicking off in mid-September.

5. In Financial Aid, present a more responsive, timely, and competitive financial aid picture to new students by utilizing early estimation of FA package, de-emphasizing of internal deadlines/penalties, and empowering admissions counselors to share accurate FA information with recruits; implement the FSU Pledge program [*Promote student success*].

Financial Aid implemented a new, streamlined process for the awarding of financial aid packages to new and returning students that has resulted in an accelerated award cycle. As of April 28, 33% more new student awards had been made than was the case the year before. All Admissions counselors were cross-trained to access and understand financial aid software screens to better assist new students regarding their awards.

6. In Student Records and Registration Services, promote understanding of and use of university data systems (Banner, Argos, DegreeWorks) by new and existing academic leadership through planned trainings and increased access [*Enhance and improve the University environment*].

This goal was achieved in the fall and will be continued in Fall 2015 as needed.



Framingham State University

Board of Trustees
Academic Affairs
Framingham State University

Tuesday, May 12, 2015

1. Academic Affairs Subcommittee Report – Hon. Barbara Gardner, Chair

*Meeting Agenda of the Academic Affairs Committee, Board of Trustees
Hon. Barbara Gardner, Chair
Wednesday, May 6, 2015
8:00-9:30 a.m.
PCR2*

Agenda

1. *Approval of Minutes (3 minutes): all*
2. *15% Rule Update: Linda Vaden-Goad*
3. *Budget Update*
4. *Sabbatical Update: Seeking action to delay two sabbaticals and add one (due to Fulbright opportunity).*
5. *End-Year Update Report (Goals): All*
6. *Brief Updates: 1-page updates with questions*
 - a. *Grants & Sponsored Programs*
 - b. *Graduate Studies*
 - c. *College of Arts & Humanities*
 - d. *College of STEM*
 - e. *College of Social & Behavioral Science*

Academic Affairs Committee Charter, Board of Trustees

The Academic Affairs committee is chartered with the responsibility of assuring the quality of the educational experience and the fit between the university's mission and the academic programs offered. The committee's oversight involves reviewing policies and practices related to teaching, learning and evaluation; faculty development, training and evaluation; assessment of student learning, outcomes and related responses, accreditation at the program and institutional level, new or expanded programs, and results related to retention, graduation and the total educational experience. The committee is charged with examining the adequacy of financial resources allocated to support a high-quality educational experience and monitoring regularly the connections between academic programs and financial sustainability.

1. Develop and retain quality faculty and staff

a. Develop recruiting strategies to attract top faculty candidates

- **ONGOING. Successful Diversity Hiring.** We regularly support departments to send search committee representatives to professional conferences to recruit diverse and highly qualified faculty. Many departments are participating in this new practice, and it is working well. As of spring 2015, we have progressed from our baseline of 8.1% overall to 17.8% (our 2017 target was lower at 10%). For the 2014-15 academic year, our diversity hiring has reached 47.4% (with 19 searches) for new tenure-track hires (race, ethnicity, disability).

b. Orient and mentor early-career faculty

- **ONGOING. CELTSS New Faculty Mentoring Program.** The CELTSS Mentoring Director, along with experienced faculty mentors, conducts a series of faculty mentoring programs and events distributed across the full span of the year.
- **IN PROGRESS. Departmental Mentoring Initiatives.** Two new computer science faculty and Prof. Breuning will each be teaching a foundations course so the new faculty can learn about FSU along with their students; the three will hold bi-weekly meetings to share ideas for working with new students.

c. Support CELTSS and other faculty and staff development resources

- **DONE. Academic Affairs Funding for Part-Time Faculty.** Academic Affairs now allocates funding for part-time faculty professional development.
- **ONGOING. Expansion of CELTSS Funding.** CELTSS funding has been expanded to include funding for full-time temporary faculty to improve the quality of teaching and provide the conditions for innovation. Also, funding was added to support research and activities related to student advising.
- **ONGOING. Project Kaleidoscope Leadership Institute.** Four faculty members have been accepted to PKal Leadership Institutes. This AAC&U program prepares faculty to lead the efforts for STEM education reform in their departments and institutions.
- **ONGOING. Biology Scholars Program.** One faculty member from the biology department was selected for the Biology Scholars Program. This NSF sponsored program provides faculty members with knowledge and tools they need to evaluate the success of STEM education reforms.

d. Provide the tools and equipment to support faculty work

- **DONE. Performance Classroom Space for Theatre Concentration.** Comm Arts classes are now being taught in the new Black Box theatre space in Dwight, and the first performance (A Midsummer Night's Dream) took place in Dwight Hall's DPAC this spring 2015. It was a delightful success.
- **DONE/ONGOING. Digital Repository.** Implement and maintain the University's Digital Repository. The repository team has set up Selected Works pages for faculty, some archival images, campus wide highlights, and the NEASC self-study. Other projects are in the pipeline and are related to digitizing the McAuliffe Collection and other Archival materials, creating an events community, CELTSS programs, and image collections for Fashion and Communication Arts faculty. We provided October workshop on the benefits of contributing to the University's Digital Repository.
- **DONE. Resource Support for Faculty.** The Office of Grants and Sponsored Programs developed and submitted a comprehensive application for the university's entry into the Smithsonian Affiliations Program. The application was approved by the Program. The collaboration will facilitate personnel and resource exchange between FSU and the Smithsonian Institution.
- **IN PROGRESS. Art Studio Space for Seniors.** A new space has been tentatively identified for migration of the Ceramics and Sculpture studio classrooms to an off-campus (but near-campus) location; we await information regarding progress. This move would open up space in May Hall for senior art studios.
- **DONE. Mac Workstation Upgrades in Digital Studio Labs.** Older Mac computer workstations were upgraded Summer 2014 in the Graphic Design Studio (Art and Music), Photography and Film/Video labs (Comm Arts), and the Animation Studio (Comm Arts).

e. Strengthen academic community

- **ONGOING. Formalizing a time & effort policy.** The Office of Grants and Sponsored Programs is collaborating with selected faculty and administrators to establish a time & effort policy for the university. This policy will document annual time commitment by faculty and staff to federal and state grants.
- **DONE. Allocation of indirect costs.** The Office of Grants and Sponsored Programs and Executive Staff finalized the percentage allocation of indirect cost revenue to departments and offices at FSU from grant awards.

2. Strengthen new student preparation, induction and early academic success

a. Improve orientation, first-year and transitional programs

- **ONGOING. Retreats for New Students.** Retreats for new students are elaborated each year (especially Biology and Honors), and numerous departments are developing transitional programs by working with alumni and Industry Advisory Boards. The Art and Music Department organized successful trips to the Massachusetts Museum of Contemporary Art (Mass MoCA), the English Department took a field trip for new majors to Literary Concord, fall 2014, and the Honors Program retreat has been so successful that they developed retreats for upper level student in the fall 2014 at the Warren Center.
- **ONGOING: Assessment Plan for First Year Programs.** The Director of Assessment worked with the Director of First-Year Programs to develop an assessment plan for the program and identifying multiple institutional data points to examine effectiveness of the program. Data collection for the first year of the assessment plan is completed. Data consolidation and analysis will continue into Fall 2015.

b. Build connection/community on campus

- **DONE. Facebook Pages and Twitter.** Academic Affairs created a new Facebook page (Fall 2013) that is connected to the FSU page; many chairs and faculty are content administrators and so can post events. This is a more effective way to inform our community about what is new in Academic Affairs. Click here (and "like" the page): <https://www.facebook.com/FSUAcademicAffairs>. The Honors Program has updated its website and now also has a Facebook Page. The Environmental Science program is now on Twitter: @FSU_EnvirSciP. Many departments now have LinkedIn pages to connect students with faculty and alumni.
- **ONGOING. Computer Science Pizza Parties.** The CS department has been holding monthly pizza parties. These events have given students the opportunity for informal interaction with faculty. Discussion topics center on academic and career planning.

c. Align readiness skills with college expectations

- **ONGOING. VISION Project STEM Funding to Address Preparedness.** We continue to work with VISION PROJECT goals to address STEM and STEM support areas; the early results are striking among our own students (especially in Physics) and those of our partner school districts and community colleges regarding the development of college readiness in STEM (especially in Mathematics, reducing % needing remediation and increasing % able to take pre-calculus) and in writing skills. Competitive grant funding from the Dept. of Higher Education has supported these and other STEM efforts since FY 2012.

d. Strengthen assessment, advisement and placement (*see 3e for assessment*)

- **DONE. Advising Training for Full-Time Temporary Faculty.** The Psychology Department chair provided advising training for full-time temporary faculty and then assigned each faculty member 35 advisees, reducing the advising loads for all full time faculty and enabling greater attention to student needs.
- **ONGOING: Assessment of Advising Process.** Academic Advising Survey 2014 and PLUS Survey 2014 were administered.
- **IN PROGRESS: New Math Placement Process.** 1st Year Programs, Academic Affairs, Math Dept., Enrollment Mgt., Institutional Effectiveness, and CASA are collaborating on a new mathematics placement requirement and procedure based on recommendations from the MA Board of Higher Education. They will compare the success of the new placement program to that of Accuplacer to determine the best placement approach for our new students.
- **Done. Assessment of Advising Process.** Academic Advising Survey 2014 and PLUS Survey 2014 were administered and results were disseminated to AA and Director of Advising. This year's results were separated based on undergraduate and graduate respondents to make the results more meaningful.

e. Monitor and foster systematic and progressive preparation for graduation

- **ONGOING. Meetings for Graduate Studies Personnel.** The Dean of Graduate Studies has instituted meetings each semester for all graduate coordinators, advisors, and staff, focusing on the academic aspects of student recruitment, retention, and policies.
- **IN PROGRESS. New Process to Monitor Student Success in STEM Disciplines.** Biology, Chemistry & Food Science, and Math are using data to track student success in STEM disciplines based on new math pre-requisites.

3. Pursue excellence and engagement in the academic experience

a. Increase student-faculty collaboration

- **DONE. MERC Interns Working with Faculty.** MERC, together with Career Services and the CHOICE Program, worked to increase the number of their student interns collaborating with faculty.
- **ONGOING. Honors Program Teaching Assistants.** Three students have served as TAs since the inception of the program in Spring 2014.
- **ONGOING. Graduate Assistantship Program.** Five graduate assistantships are given to qualified graduate students for the duration of the academic year. Students are selected and assigned to interested departments on campus. Students perform 15 hours work/week supervised by faculty or staff and gain practical experience either in research or in office management.
- **ONGOING: Creating a Culture of Assessment to Enhance Library Services.** This year, the Library and IT administered the MISO satisfaction survey in March 2013 and 337 students, 165 faculty, and 133 staff responded. Results were analyzed and discussed at the Library/IT retreat.
- **IN PROGRESS. New Dashboard Software.** Academic Affairs has begun using the software from Digital Measures to create a dashboard indicator for Student-Faculty Collaborative work. This will allow us to follow our progress in strengthening collaboration.
- **ONGOING: Undergraduate Research Conference.** Every April, the Commonwealth Honors College at the University of Massachusetts: Amherst hosts the Annual Undergraduate Research Conference. April 2015 marked the 21st installment of this conference, which 153 students from Framingham State University attended. Participation is up from last year by 33 students (Spring 2014-120).

b. Increase experiential learning opportunities

- **DONE/ONGOING. Inside-Out Program.** We have now completed three courses in this prison exchange program and will offer a two more in the fall 2015. Two FSU instructors have attended week-long training programs to prepare for this exciting program.
- **DONE. Moot Court Class.** The Political Science Department offered its new Moot Court class for the first time. A team of ten FSU students participated in a regional moot court competition at Fitchburg State University. Two of the students made it very far into the final rounds of the competition. This course will be offered every fall. The department is launching a Model United Nations course, and FSU students will compete in the National Model United Nations completion in spring 2016.
- **ONGOING. Entrepreneur Innovation Center.** The Entrepreneur Innovation Center continues to grow. In March 2014, the center had six entrepreneurs who used the facility for 143 hours in the month. In March 2015, the center had 12 entrepreneurs who used the facility for 316 hours in the month, a 121% increase in hours used.
- **Done. Boston Children's Hospital/Harvard and FSU Research Collaboration.** Working with hospital researchers on a \$14 M private foundation grant, FSU will offer students, staff and faculty the opportunity to participate in a research study related to weight loss, maintenance and dietary balance. The study is going well, and we expect to run it for one additional year (a 3rd year).
- **DONE. MSEN, Art Department, McAuliffe Center, and the DPW.** Graphic Design students from the Art and Music Department collaborated on four major "real world" projects in designing/developing identity for the MetroWest Stem Education Network, the recruitment website for FSU's Studio Arts, the McAuliffe Center, and the Framingham Department of Public Works.
- **ONGOING. Northern Ireland Course.** FSU students will spend a month in Northern Ireland this summer with a criminology professor, taking a course and traveling through the region, visiting sites related to their coursework.

c. Strengthen citizen engagement opportunities

- **ONGOING. Work with Local Businesses and Municipal Groups.** MERC interns and faculty perform and present research used by local community groups.
- **ONGOING. Lifelong Learning Programs.** FSU's Continuing Education Office and the Framingham Public Library collaborates to offer 20 Lifelong Learning Lectures from September through April each year. This program serves over 400 citizens.
- **ONGOING/ IN PROGRESS. English Language Programs.** FSU's Continuing Education Office provides English Language Programs at the Maynard Building to over 300 non-native speakers. The program includes a Bridge to College course that prepares students for college level work. We are extending our services to business executives who wish to improve their English, and to students from our international collaborative partners.

Academic Affairs: End-Year Report, May 2015, Year 3 of 5-Year Strategic Plan – Selected Examples

- **DONE. The Washington Center Internship program.** The Sociology department has established a relationship with the Washington Center in Washington DC. During the current year, two students have completed semester-long internships in Washington DC.
- **ONGOING. Science on State Street.** The science departments and the McAuliffe Center just held a very successful science festival for families from Framingham. More than 500 people participated in a wide array of science activities on campus.

d. Grow honors and academic enrichment opportunities

- **DONE. Pi Sigma Alpha Honor Society.** The Political Science Department has become a member of their national honor society.
- **DONE. Phi Kappa Phi Honors Society.** The university's chapter was chartered in December, 2014.
- **IN PROGRESS. The Biology Department has applied to host a chapter of Beta Beta Beta, the Biological Honor Society.** A representative of Beta Beta Beta visited campus in March to review the Department and the application. We expect to hold the inaugural induction ceremony in the fall.

e. Assess and document student learning and personal growth

- **DONE. Intensive Assessment for Education Programs.** All initial teacher preparation programs underwent intensive review by their specialized professional associations. LiveText assessment software has been used in all of our teacher preparation programs.
- **Completed. General Education Assessment.** General Education report for 2013-14 is completed and published. Three objectives in the general education portfolio were assessed. Data collection for the following outcomes is underway for the next assessment cycle - critical thinking, written communication and human diversity. An institutional rubric to assess student's ability to demonstrate competency in human diversity was created by faculty.
- **DONE. NASAD Self-Study and Site Visit Complete.** In fall 2014, FSU was accredited by the National Association of Schools of Art & Design (Art & Music, Communication Arts, and Fashion).
- **DONE. NEASC Accreditation Site Visit.** We received word in fall 2014 that we were reaccredited by The New England Association for Schools and Colleges (site visit occurred March 30-April 2, 2014).
- **DONE. NCATE Accreditation.** We received final word that we received full accreditation by NCATE/CAEP (National Council for Accreditation of Teacher Education). They visited the campus on in April 2014 for our site visit.
- **IN PROGRESS. IACBE Accreditation.** International Assembly for Collegiate Business Education self-study was submitted 7/30/14. Visit is to be scheduled in the near future.
- **DONE. AND Accreditation.** The Academy of Nutrition and Dietetics (formerly American Dietetic Assoc.) reaccreditation visit occurred in Fall 2014. The visit was very positive; we anticipate the formal report later this year.
- **DONE. CCNE Reaccreditation.** The Nursing Department reaccreditation visit by the Commission on Collegiate Nursing Education occurred in Fall 2014. We anticipate the formal report later this year.
- **COMPLETED. FSU Joined Multi-State Collaborative Assessment Project.** FSU successfully participated in a multi-State Collaborative to assess student learning in the areas of critical thinking, written communication, and quantitative reasoning. FSU was one of few campuses in the country that meet targets set for the project in terms of data collection and sampling.
- **Ongoing. Davis Educational Foundation Grant.** The implementation of Davis Educational Foundation grant year 2 has been kicked off in collaboration with MassBay Community College. Over Summer 15, 40 faculty from FSU and MBCC will focus on developing assignment prompts that focus explicitly on critical thinking and written communication. Qualitative and quantitative data has been collected from year 1 of the grant to develop scholarship on our approach to faculty development and assessment of learning objectives.
- **IN PROGRESS. Graduate Program Assessment Plans.** The Director of Assessment conducted a series of workshops for graduate program coordinators on the development of program review processes and assessment plans. All graduate programs are currently in the final stages of developing assessment plans. Graduate Coordinators will submit draft plans to the director of assessment by February 15, 2015. Goal is to reach 100% by June 2015.

f. Enrich university community with diversity

- **IN PROGRESS. Institutes for K-12 Teachers.** The Center for Global Education plans to offer a summer institute for teachers on the "other" Europe in summer 2015, with a focus on Central and Eastern Europe.
- **DONE. Library Diversity Initiatives.** The Library received a \$15,000 "Serving People with Disabilities" grant from the Massachusetts Board of Library Commissioners to provide equipment and services to library users facing visual, hearing or mobility challenges. In addition, the Library received an American Library Association Muslim Journeys "Bridging Cultures" Bookshelf grant that provided a range of Islamic Studies materials.
- **ONGOING. Diversity Dialogues Focused on Teaching.** In collaboration with the new Multicultural Center, faculty members continue to offer diversity dialogues related to teaching.
- **IN PROGRESS. Faculty Development in Diversity Learning Outcome.** The CDI and Office of Assessment are currently running FSU's first faculty diversity and inclusion institute, Widening the Circle. Fifteen faculty members are working with peer facilitators to develop assignments focusing on human diversity and will develop assessment methods for this gen. ed. learning outcome.
- **IN PROGRESS. Development of Linked Class Learning Community for Spring 2015:** Global Perspectives in Literature will be linked with Sociological Perspectives on Globalization; these linked courses will explore globalization and the development of the global citizen. The courses will be offered in spring 2015.
- **DONE. Diversity-Infused Courses.** The following new courses, all of which emphasize themes of diversity and inclusion, were offered for the first time in 2014-2015, *Latinos in the United States*, *The Anthropology of Food and Nutrition*, *Gender and Religion in Middle Eastern Politics*, *Social Entrepreneurship*, *Social Movements*, and *Social Conflict in Northern Ireland*.
- **DONE. Funded Study on Asian American Students.** Dr. Daisy Ball (Sociology) received a grant from the Asian American Student Success program at UMass-Boston to conduct research on the experiences of Asian American students at less selective institutions.

- **DONE. Development of Linked Class Learning Community for Spring 2015:** Global Perspectives in Literature will be linked with SOCI 357 Sociological Perspectives on Globalization; this linked course will explore globalization and the development of the global citizen.
- **ONGOING. FSU joins Bridgewater State University Leading for Change Consortium.** A team of faculty and administrators have joined the consortium, which meets regularly with faculty and staff from over 20 higher education institutions in the region to develop and share benchmarks related to diversity and inclusion efforts. The team brought ten male students of color to a meeting at Bridgewater State University to discuss strategies to improve retention and graduation rates. Faculty play a key role in this effort.
- **ONGOING. Diversity Studies Minor.** A team of faculty has received funding to assess and redesign the diversity studies minor over the summer.
- **ONGOING. Que(e)ry Project.** A team of faculty brought the Que(e)ry Project to FSU. This is part of a national initiative that started at Fordham University to gather information on bias incidents and discrimination on the basis of sexual orientation and gender identity and expression.
- **DONE. BOND of Color.** The Nutrition Department co-sponsored an event with the Boston Nutritionists and Dieticians of Color entitled *Increasing Equity in the Field of Nutrition*. This event included nutrition students and professionals from the greater Boston area.

4. Prepare students for global citizenship and competitiveness

a. Expand global awareness through new majors and programs

- **DONE. Fulbright Scholar-in-Residence Program.** Academic Affairs, International Education, the Sociology Department and the Office of Grants and Sponsored Programs collaborated on a successful application (first ever for FSU) to recruit a scholar in contemporary Middle East society and politics. The U.S. State Department is providing funding to the university to host the international scholar for a semester (Spring 2015), Dr. Amal Hamada, from Cairo University. Areas of scholarly interest: the history and development of the Iranian political system; bloggers in the Middle East as a force in social movements; social media and political change; the deep state in the Middle East. She will teach two courses: Social Movements and Gender and Religion in Middle Eastern Politics in spring 2015.
- **DONE. Foster Hall Apartment Refurbishment.** To house incoming visiting international faculty, the Foster Apt. was refurbished for fall occupancy.
- **DONE. Distinguished Visiting Scholar.** Dr. Gloria Casañas, Argentina, taught a fall undergraduate course for Spanish majors and a graduate course for M.Ed in Education, Spanish concentration students. She also gave two presentations to the community (presented in Spanish, and translated in real time). She lived in residence at the Foster Hall Apartment.
- **DONE. Fulbright awards.** Professors Audrey Kali and Erika Schneider worked with the Office of Grants and Sponsored Programs to garner prestigious Fulbright awards for FY 2016. Dr. Kali will travel to Malawi to teach speech communication courses and to assist in the development of curriculum in the Language and Communication Skills Department at the University of Malawi. Professor Schneider plans to teach and guest lecture on the history of American art prior to 1980 at a university in the Netherlands. She will develop art history curriculum and will advise graduate students as well.
- **DONE. International Faculty Development Seminar Grant.** Dr. Paul Bruno was awarded \$2000 through the Office of International Education's membership in CIEE to attend a seminar in Cuba this summer on Contemporary Cuban Transformations: Social Inequalities and Social Policy, with faculty members from across the United States.

b. Integrate and grow world language programs

- **DONE. New Minors in BRIC Programs.** In 05/14, we graduated our first 5 students with Chinese minors. We continue work on our Portuguese minor.
- **DONE. New Major in ASL-English Interpreting.** The BHE approved this new major, and it began admitting students in Fall 2014. We have hired our first tenure-track professor. This major is collaborative with Northern Essex Community College.

c. Support student international experiences

- **DONE. Study Abroad Scholarships.** The Office of International Education has awarded \$10,000 in scholarships to students going abroad for fall, spring, and summer terms, the third year of offering \$500 scholarships for semester study abroad.
- **ONGOING. Study Abroad Dedicated Scholarships.** There are now 4 dedicated, named scholarships for study abroad financial support: Murtaugh, Martin (2) and Sastavickas.
- **DONE. Growth in International Opportunities for Students.** International Education has a new high level of participation in all areas: participation for the 2014-2015 academic year with 198 total participants in international education; fall, spring, summer, faculty led study trips. 3 spring term international visiting exchange students. Current faculty-led study trips scheduled for this academic year included **Winter Break:** Dr. Holloway (English)-England; **Spring Break:** Dr. Judy Otto (Geography)-, Greece. **Summer:** Dr. Ludemann (Psychology & Philosophy) – Guatemala, Service Learning; Dr. Ferraro (Sociology)- Northern Ireland; Honors Program: - Northern Ireland with Dr. Matthews; Dr. Haewon Ju (Fashion)- Italy; Dr. Schwartz(Foods and Nutrition)-Slow Food Tour Italy. Currently 31 students are planning to study abroad in Fall 2015.
- **DONE. 4 FSU students will be going to Tokyo on full scholarships from Showa Women's University for a 3 week cultural immersion program.**
- **DONE. The Honors Program is funding two full student scholarships to study in Prague again this summer for a special Honors-only study abroad program at Charles University.**
- **DONE. New Affiliation with IES.** Invited to become an Associate Member of IES (Institute for the International Education of Students) and any FSU student attending one of their study abroad programs will automatically receive a \$1500 public institution grant toward program fees.

d. Grow and manage FSU partnerships with international universities

- **DONE. New Program agreement with Inter-American University.** Hosted a visit from the university in Puerto Rico in preparation for signing the agreement.
- **IN PROGRESS. New program agreement with Universidad De Las Americas.** Hosted a visit from the university in Quito, Ecuador and 3 FSU participants will be visiting Quito in mid-May to sign the agreement and review cooperative opportunities. New program agreement with Universidad De Cuenca in Cuenca, Ecuador is pending final signatures.
- **DONE. Agreement with Hannam University, Republic of Korea.** An agreement between FSU Chemistry and Food Science and HU Dept. of Food and Nutrition has been negotiated. It will focus on collaborative research projects and exchange of faculty members and graduate students.

Academic Affairs: End-Year Report, May 2015, Year 3 of 5-Year Strategic Plan – Selected Examples

- **IN PROGRESS. University of Ulster to visit FSU.** A Professor from the University of Ulster will visit at the end of May in anticipation of his visiting professor position in Fall 2016.
- **DONE. TESL Partnership with Hanyang University, South Korea.** Graduate Studies through IEP will offer a joint master's degree in TESL. The 1st cohort (20 students) starts Spring 2015.

5. Strengthen and expand STEM programs and student success in STEM areas

a. Expand STEM majors, centers and research and policy analysis

- **ONGOING. New Professional Development Program.** 109 K-12 teachers attended FSU's new STEM Certificate Program, which focuses on high-level interdisciplinary learning with the integration of advanced technology. An additional 40 teachers are signed up for the summer offering of the program.
- **DONE. Professional Science Master's.** The new program director began in March and recruiting is in progress. The program will launch Fall, 2015.
- **IN PROGRESS. Equipment for DCR Reservoir Site.** The Biology Department has begun purchasing equipment to support teaching and research activities at the DCR Reservoir land that is being transferred to the university.
- **IN PROGRESS. Collaboration with EDC.** The Office of Grants and Sponsored Programs facilitated grant proposal material that will establish a collaboration between the McAuliffe Center and the EDC. OGSP provided quantitative data on FSU to EDC to help ensure a computer science education professional development program for educators at the Center. The program will be funded through MassCAN and through the National Science Foundation (NSF).
- **DONE. STEM faculty research.** Dr. Emmanouil Apostolidis (Chemistry and Food Science) was awarded two grants by the U.S. Army Natick Labs for support of biomedical and healthcare research.

b. Improve STEM preparation and readiness

- **DONE/IN PROGRESS. Pre-Engineering Program Agreements.** The Physics & Earth Science Department developed special transfer agreements with UMass Dartmouth and Mass Maritime for our pre-engineering program, so that our students directly enter the BS Engineering majors at these universities.
- **DONE. Writing Courses for STEM Early College High School.** FSU is the higher education partner of Marlborough Public Schools' STEM Early College High School and provided two college level writing courses on-site to 25 high school juniors in fall 2013. The same two classes will again be offered to a new cohort of high school juniors in fall 2014.
- **DONE. Equipment Upgrades.** The Departments of Chemistry and Physics and Earth Science have acquired equipment to upgrade and modernize laboratory experiences in Organic Chemistry and Astronomy.
- **DONE. Minor Revised By Reviewing Hidden Prerequisites.** The minor in Earth Science has been revised by reconsidering prerequisites and other factors that make it a more available choice.

c. Increase student interest, enrollment and degrees awarded in STEM majors

- **DONE. Faculty training on NAO Robot.** Computer Science faculty have been trained on the use of the newly purchased robot that they are using for recruiting/outreach events as well as in the Introduction to Information Technology course.
- **ONGOING. Second Computer Programming Competition Added.** The Computer Science Department now involves students in programming competitions both fall and spring semesters.
- **DONE. New DHE STEM Retention Grant.** Faculty at all nine state universities collaborated on a grant proposal to the DHE designed to improve STEM retention. DHE decided to fund the grant proposal.
- **IN PROGRESS. Math Curriculum Review.** The Math Department has conducted a review of their curriculum sequencing and pedagogies. They are making adjustments to improve student progression through their course sequences.
- **DONE. Concentrations Transformed Into Majors.** The Department of Physics and Earth Science has proposed a new major, Earth Science, which was formerly a concentration in the Geography Major. They are awaiting final approval by the Board of Higher Education before they begin implementation.

d. Improve STEM career readiness among FSU graduates

- **ONGOING. New Cooperative Education Program in Computer Science.** Several students now have completed their first co-op experiences, and others are prepared to go out. The feedback is very positive from our industry partners and the students.
- **ONGOING. Lecture Series and Mock Interviews.** The Food Science program has implemented a series of invited lectures in which representatives from various corporations in food related industries discuss their career paths and current projects. Following their presentation, the representatives conduct mock interviews with students in the program.

e. Link STEM programs to the regional scientific and technology community

- **IN PROGRESS. New STEM Industry Advisory Boards Under Development.** The Chemistry & Food Science Department is creating industry advisory boards for both majors.

6. Respond to labor market trends in academic program and center development

a. Connect regular, systematic assessment of labor market trends to program review and development.

- **DONE. Labor Market Trend Analysis and the 5-Year Program Review.** Now, we have made this review a regular part of the process.
- **DONE. Concentrations Transformed Into Majors.** The Department of Business has implemented new majors in accounting, finance, management, and marketing and new concentrations in entrepreneurship, sports management, and financial planning.
- **DONE. Enhance Interest in Careers in Law.** The Pre-Law Advisor took a group of students from FSU to Law School Day at the Boston Law School Forum. Representatives from 150 law schools attended.

b. Develop and maintain dialogue with major area employers

- **DONE. New Certification Program in Accounting.** Continuing Education has completed development of a certificate program in accounting in response to area business needs.
- **DONE. Job Notification Listings.** The Geography Department has developed two e-job notification boards for majors, one on Blackboard and one on Linked-In.
- **IN PROGRESS. World of Work Certificate Collaboration with Liverpool John Moores University.** In February, Dr. Terry Dray, Director Graduate Advancement & Employer Engagement, Liverpool John Moores University, visited FSU to discuss a potential collaboration with FSU on the World of Work Certificate, a program that is unique in that it is a labor force verified certificate. An MOU has been sent to LIMU and we are set to develop a relationship and new certificate program.
- **IN PROGRESS. Coaching Program.** The Department of Business has expanded its coaching program. Faculty train over 70 coaches from a range of local businesses and invite them to a coaching event on campus. Based on the Babson model, five students meet with five coaches, who observe students as they discuss and present a case. The coaches take notes on the students' performance, discuss the students as a group, and then the meet with the students individually to provide feedback. This event is linked to *Organizational Behavior* classes

C. Systematize the preparation of students for graduate and professional programs

- **DONE. New Sheltered English Immersion Course.** The Education Department has implemented a new federally-required Sheltered English Immersion course for all early Childhood, Elementary, and Secondary Education students.
- **DONE. New Two graduate certificates in Assistive Technology;** the special education graduate program will offer the two new graduate certificates starting Fall 2015. This is in response to the market demand for qualified practitioners in the field of special needs.

d. Develop combined degree programs and new graduate programs in response to the needs of the Commonwealth

- **DONE. Undergraduate Certificate in Professional Science Communication.** Continuing Educ., in collaboration with the Comm Arts Dept., has developed a 5-course certificate program that provides students with a solid foundation of speech communication skills appropriate for most careers. Courses include Effective Speaking, Small Group Communications, Interpersonal Dialogue, Organizational Communication, and Intercultural Communication.
- **IN PROGRESS. Undergraduate Certificate in Excellence in School Nutrition.** The John C. Stalker Institute, in collaboration with the Food and Nutrition Dept., offers a 5-course certificate program for school nutrition directors and aspiring directors in Massachusetts schools, and is working with MassBay Community College to establish a school nutrition concentration within their business degree using the courses from the Certificate Program.
- **IN PROGRESS. Professional Science Master's Program.** The PSM is fully approved by the BHE, and is in the midst of hiring a director. The focus is on Quality Assurance/Quality Control.
- **IN PROGRESS. 5th-Year Master's Programs.** Food & Nutrition has developed a 5-year Master's program and got the approval from the Graduate Education Council, approved a new academic policy that allow undergraduate students to take graduate courses that counts for the two degrees. Development of 5-year B.A.-M.A. in English, the only such Massachusetts state university program, is also under development. Also, Development of 5 year B.Ed and M.Ed in elementary and special education, are also under development.

Report - Office of Grants and Sponsored Programs**Board of Trustees**

FY 2015

Productivity DataFY 2015 and FY 2015
benchmark goal
differential:

-6%

FY 2015 awarded to-
date:

\$ 1,755,846.84

Public:

\$ 353,866.89

Private:

\$ 1,401,979.95

Pending:

\$ 145,320.00

Public (FY 2015):

\$ 60,000.00

Private (FY 2015):

\$ 85,320.00

FY 2015 benchmark

\$ 1,876,619.98

Note: average or
awarded amount
during last 4 fiscal
years, multiplied by
1.02. Multiplier is
annual growth in
faculty.FY 2014 awarded to-
date:

\$ 3,645,302.00

Public:

\$ 3,527,583.00

Private:

\$ 117,719.00

Pending:

\$ 450,859.00

Public (FY 2014):

\$ 160,890.00

Private (FY 2014):

\$ 289,969.00

Note: Includes MLSC
\$3.0 M grant in FY
2014.

Grants					
<u>Funder</u>	<u>Grant program</u>	<u>PI/PD</u>	<u>Department/office</u>	<u>Focus</u>	<u>Request</u>
Middlesex Savings Charitable Foundation	Educational Opportunities Program	Conley S.	Enrollment and Student Development	MetroWest College Planning Center	\$ 20,000.
MA Department of Higher Education	Commonwealth Dual Enrollment Program	Greenberg S.	Continuing Education	DEP (Continuing Education)	\$ 25,740.
Google, Inc.		Jung A.	Computer Science	Intelligent Car Control Modular Development	\$ 50,000.
TD Charitable Foundation		Massad S. and Li Z.	Economics and Business Administration	Financial Literacy course	\$ 9,500.
Boston Children's Hospital/Nutrition Science Initiative		Vaden-Goad L./Hamel D.	Academic Affairs/Administration & Finance	Food Study (FS2)	\$ 22,165.
MA DHE	PIF program	Conley S. and Hamel D.	Enrollment and Student Development/Administration and Finance	MetroWest College Planning Center	\$ 186,400.
MA DHE	PIF program	Vaden-Goad L.	Academic Affairs	PARCC	\$ 16,783.
Foundation for MetroWest	Arts & Culture	Porro I.	McAuliffe Center	McAuliffe Center space imagery	\$ 9,998.
University of Massachusetts Boston	Asian American Student Success Program	Ball D.	Sociology	Asian American Undergraduates at Non-Selective Universities: Experiences, Needs, and Identity Formation	\$ 6,905.
University of Massachusetts Boston	Asian American Student Success Program	Hara M.	Education		\$ 7,000.

Boston Children's Hospital/Nutrition Science Initiative	Framingham State Food Study - ancillary grant	Johnson A. and Knapp A.	Nutrition and Biology	Effect of Modifying Dietary Carbohydrate Intake on Lipoprotein Subclass Distribution and Particle Number in FS2	\$ 20,000.
Boston Children's Hospital/Nutrition Science Initiative	Framingham State Food Study - ancillary grant	Remington R.	Nursing	The Effect of Dietary Composition on Cognition During Weight Loss and Weight-Loss Maintenance	\$ 10,000.
Davis Educational Foundation/Suffolk University	Learning Assessment Research Consortium - sub-award	Nicholas M.	Assessment	Design and implementation of Learning Assessment Curriculum to enhance knowledge and use of assessment data	\$ 14,000.
Travelli Fund and Ayling Scholarship Foundation		Gustafson E.	Development and Alumni Relations	Scholarships assistance	\$ 30,000.
American Council of Learned Societies	ACLS Fellowships	Alberti B.	Sociology	An Ontological Archaeology: Anthropomorphism in First Millennium AD Northwest Argentina	\$ 70,000.
National Endowment for the Humanities	Summer Stipends program	Martinez C.	English	Research: Cormac McCarthy	\$ 6,000.
CONCINET		Alberti B.	Sociology	Foreign study: Universidad Nacional de Cordoba	\$ 3,000.

MA Executive Office of Education	Civic Learning Grant program	Nicholas M.	Assessment	Center for Civic Engagement and Service Learning Program Leading to Undergraduate Success (PLUS) at CASA	\$ 7,000.00
The TJX Foundation		Gregory C.	CASA (PLUS)		\$ 38,400.
MutualOne Charitable Foundation	Robert Lamprey Community Grant	Conley S./Hamel D.	Enrollment and Student Development/Finance & Administration	MetroWest College Planning Center	\$ 20,000.
Boston Children's Hospital/Nutrition Science Initiative		Vaden-Goad L./Hamel D.	Academic Affairs/Administration & Finance	Food Study (FS2)	\$ 741,752.
Framingham Cultural Council	LCC Program	Greenberg S.	Continuing Education	Lifelong Learning Lecture Series	\$ 3,000.
Asian Cultural Council		Cho S.H.	Retail and Fashion Design	Research: traditional Chinese dress	\$ 9,700.
Commonwealth Corporation	IT Workforce Program Design Grant Program	Druffel K.	Continuing Education	Framingham State System Z Certificate Program	\$ 24,990.
MA Executive Office of Education	Early College High School Program	Greenberg S.	Continuing Education	Blackstone Valley Curricular Consortium - FSU partnership	\$ 47,116.
US Army Natick Labs	Biomedical research	Apostolidis E.	Chemistry and Food Science	Determination of blueberry and cocoa phenolic bioactive fractions for glucose uptake regulation	\$ 15,000.
MA EOE	Inclusive Concurrent Enrollment Planning	Bridges L.	CASA		\$ 20,000.
MA Department of Elementary and Secondary Education	Massachusetts Mathematics and Science Partnership	Pilkenton S.	Chemistry and Food Science	River Systems: Ecology, Energy, and Climate Change	\$ 298,509.

U.S. High Blueberry Council	Biomedical research	Apostolidis E.	Chemistry and Food Science	Effect of Whole-Blueberry Powder on postprandial blood glucose levels and suggested mechanism of action	\$ 60,000.
MA DHE	Stackable Credentials	Greenberg S.	Continuing Education	Moving Beyond the Skills Gap: Stackable Certificates to Degree Completion Programs in CS and IT	\$ 99,880.
Boston Children's Hospital/Nutrition Science Initiative		Vaden-Goad L./Hamel D.	Academic Affairs/Administration & Finance	Food Study (FS2)	\$ 182,165.
MA DHE	STEM Retention and Completion	Carroll M.	Biology	Supplementaion Instruction and Professional Development for Faculty	\$ 38,835.
Boston Children's Hospital/Nutrition Science Initiative		Vaden-Goad L./Hamel D.	Academic Affairs/Administration & Finance	Food Study (FS2)	\$ 378,461.
USDA/MA DESE	Professional development. Expanding school breakfast.	McGrail K.	The John C. Stalker Institute of Food and Nutrition	USDA School Breakfast Expansion	\$ 12,378.
Framingham Union Aid Association	Nursing Scholarships	Ferrullo D.	Nursing		\$ 20,000.
Nantucket Biodiversity Initiative	Botanical research	Connolly B.	Biology	Cooperative Update of the Vascular Flora of Nantucket	\$ 911.

				Identification of hepatocyte-derived phenolic conjugates relevant to biological activities	
US Army Natick Labs	Biomedical research	Apostolidis E.	Chemistry and Food Science		\$ 50,000.
The Sudbury Foundation	Planning grant	Coffey C.	MetroWest College Planning Center	MetroWest College Planning Center Strategic and Business Plan	\$ 21,520.
MetroWest Health Foundation	Mental health well- being	Welch P.	FSU Campus Health Center	Framingham State University Suicide Prevention Task Force	\$ 5,400.
BOLD: invoiced/awarded					



Board of Trustees Update

Topic: Inclusive Excellence
From: Sean Huddleston
Date: May 12, 2015

- Strategic Plan for Inclusive Excellence - A strategic plan for Inclusive Excellence is being developed, based on the following goals and objectives:

- 1. Create and support a learning and work environment that reflects a collective commitment to promoting equity, advocating social justice, and making excellence inclusive.**

Objective 1a: Advance a common agenda for Inclusive Excellence that aligns institutional strategies with Inclusive Excellence focus areas and creates conditions for success.

Objective 1b: Guide and support collaborative efforts that promote mutually reinforcing activities that help achieve Inclusive Excellence.

Objective 1c: Align institutional efforts for Inclusive Excellence that promote and support the advancement of a broad definition of diversity that includes multiple cultures and identities.

- 2. Improve recruitment, retention and progress of underrepresented faculty, staff and students.**

Objective 2a: Increase the retention and graduation rates for underrepresented students, with a particular focus on closing the college attainment and degree completion gaps at Framingham State University.

Objective 2b: Attract and retain an increased number of historically underrepresented and underserved faculty and staff.

- 3. Strengthen community partnerships with particular focus on the inclusion of historically underrepresented and underserved constituents for the mutual benefit of the community and the university.**

Objective 3a: Address the college readiness and access pipeline for historically underrepresented and underserved students in partnership with communities and families.

Objective 3b: Improve collaboration with community constituents to develop mutually beneficial initiatives regarding community development and civic engagement.

4. **Develop and implement a comprehensive, integrated, university-wide system of accountability and assessment that will evaluate and measure institutional performance in relation to inclusive excellence goals at all levels.**

Objective 4a: Develop a university-wide long-term planning structure and measurement tool for Inclusive Excellence progress.

Objective 4b: Promote transparency, collection and analysis of data related to diversity, inclusion and equity at Framingham State University.

- **Intercultural Graduation and Recognition Ceremony** – On April 22, 2015, over seventy FSU students, faculty, staff and families attended Framingham State University's inaugural Intercultural Graduation and Recognition Ceremony. The event recognized graduating seniors who identify as students of color and/or LGBT, as well as individuals and organizations who have made substantial contributions to advancing diversity and inclusion on campus.



Goals FY15

Topic: Office of the Chief of Staff and General Counsel
From: Rita Colucci, Esq.
Date: May 12, 2015

Expand Opportunity

- Manage *Leading for Change* Consortium Team (first semester)
 - Gather data for consortium comparisons. *Done.*
 - Develop means for data collection. *Ongoing as systems must be altered to accept and track data.*
 - Studying data to determine action steps that will result in increased retention and graduation rates. *Ongoing. Consortium team continues to study the data to determine areas of greatest need and greatest impact.*
- Support Office of Development and Alumni Relations with public announcement of campaign
 - Complete and present campaign video. *Done.*
 - Produce fall alumni magazine focused on campaign. *Done.*
 - Write press releases and web stories on campaign. *Done.*

Develop Community

- Support measures to enhance campus culture
 - Assist in conceptual development and hire of leadership diversity position. *Done. Chaired search committee for successful hire of Chief Diversity and Inclusion Officer.*
- Develop an emergency communications plan. *Done. Plan submitted to Emergency Planning Committee for review and adoption.*

Promote Student Success

- Implement measures to ensure compliance with new guidance and law pertaining to Title IX, Clery Act, and Violence Against Women Act (VAWA). *Done. University adopted new Equal Opportunity Plan, encompassing new laws, regulations and guidance. New student policies were written to reflect new plan. Programming was built around new laws and guidance.*
- Adopt and implement new investigatory model. *Done. New model for investigating cases was implemented for both students and employees.*
- Ensure compliance with Affordable Care Act (ACA). *Done, although compliance will need to be determined annually.*

Other Compliance:

Compliance, Audit and Risk Internal Committee. *Ongoing. Currently conducting a review of all federal laws and University's compliance with those laws. Awaiting responses to RFP on risk assessment review.*

Contract Review. *Ongoing. Reviewed over 30 contracts for goods or services, at times involving negotiations.*

To: Framingham State Board of Trustees
From: Kimberly Dexter
Director of Equal Opportunity, Title IX, and ADA Compliance
Date: April 23, 2015
Re: Preventing and Addressing Sexual Violence in our Community

Please consider this memo as an update to one dated November 18, 2014. I have attempted to highlight specific notable efforts undertaken by various campus departments and groups to address and prevent sexual violence in our community during AY14-15. A comprehensive report outlining our efforts will be available for review in the fall.

- On March 15, 2015, the university implemented a new Equal Opportunity Plan ("EOP"), which includes a new Sexual Violence Policy and accompanying Complaint Investigation and Resolution Procedures. The new EOP represents over nine months of intense drafting, review, and revision and is shared among the nine state universities.
- Campus administrators responsible for the implementation of the revised policy and procedures participated in full-day trainings in February and March. Those assigned as investigators likewise received comprehensive training during the year and in advance of the policy implementation.
- Student Affairs administered a Sexual Violence Climate Survey to students. Data is currently being analyzed.
- Well over 100 students and staff have participated in *Bringing in the Bystander*, a sexual violence prevention program which emphasizes a bystander intervention approach and assumes that everyone has a role to play in ending sexual violence.
- Responsible Employees ("REs"), as designated under the new EOP were notified of their status and obligations. RE trainings have been offered to those university employees designated as REs.
- A Sexual Harassment and Assault Education and Prevention ("SHAPE") Student Liaison roundtable was established, providing consistent and formalized opportunities for student representatives and Title IX administrators to share information and address concerns.
- Passive educational efforts have included:
 - social media presence on Twitter and Tumblr;

- content in Student Health 101, a digital health publication distributed to our students via email and social media;
 - sexual assault awareness tables in the McCarthy Center and Athletic Center;
 - The Clothesline Project installations across campus;
 - SHAPE materials available to prospective students during Accepted Students Days.
- Developed a framework for ongoing awareness and prevention programs for AY15-16, which includes:
 - SHAPE information available at Accepted Students Days
 - Sexual violence information provided during New Student Orientation
 - Sexual violence programming during Black and Gold Beginnings
 - Haven – Understanding Sexual Assault online training required for all incoming students
 - Discrimination and Harassment Training offered to all employees
 - Title IX Training offered to all employees
 - Annual Responsible Employee Training for all designated REs
 - Bringing in the Bystander trainings offered to all community members
 - Monitor environment with Sexual Violence Climate Survey
 - SHAPE Liaison roundtables
 - Monthly Title IX Compliance Team meetings
 - Passive tabling with information on sexual violence
 - Residence hall programming
 - Support of ad hoc programming by various campus groups and departments



I. Trustee Action Items

a. FY2016 FSU Trust Fund Budgets and Fees Approval

Attachment

- Consideration of approval of FY2016 Trust Fund budgets and associated fees schedule; contingent delegation to FSU BOT Finance Committee for revised College Operations fee based on final state appropriation funding.

b. Personnel Actions Approval

Attachment

- Consideration of approval of presented personnel actions.

II. Trustee Information Item

a. Administration and Finance Division End-of-Year Summary Report

Attachment



Framingham
State University

Framingham State University

Request for Trustee Action

Date: May 12, 2015

Subject: **Framingham State University FY2016 Trust Fund Budgets and Fees Approval**

RESOLUTION

The Framingham State University Board of Trustees (the "Trustees") hereby approves the attached Framingham State University Fiscal Year 2016 Trust Fund Budgets and associated fees schedules.

Further, the Framingham State University Board of Trustees (the "Trustees") hereby approves delegation to the Board of Trustees Finance Committee (the "Finance Committee") authority to review and approve any adjustments to the College Operations Trust Fund and its associated student fee schedule based on any changes in assumptions related to anticipated FY2016 state funding support. Notice of any changes in the College Operations Trust Fund and associated student fee schedule will be provided to the full Board of Trustees upon Finance Committee approval and at the full board's next regularly scheduled meeting.



Framingham State University FY2016 Budget

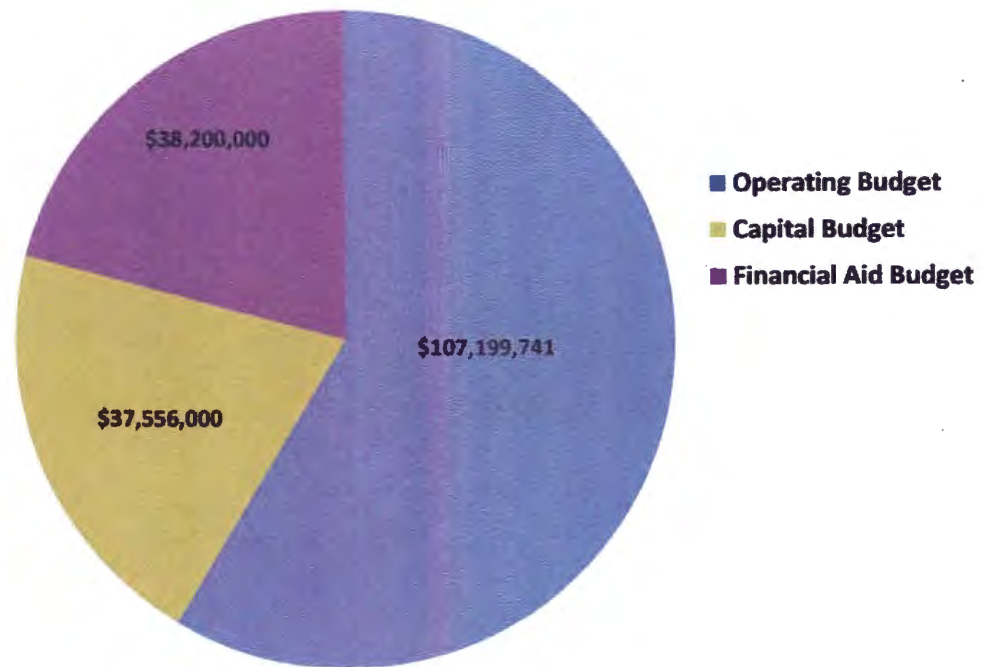
April 30, 2015



Framingham
State University

Framingham State University FY2016 "All Funds" Budget Summary

All Funds Budget Summary



\$183.0 Million "All Funds" Budget

Framingham State College FY2016 "All Funds" Budget - Presumption of State Funding Sufficient to Cover Collective Bargaining Costs

Fiscal Year 2016

College Operating Budget - FY2016 All Funds Budget

Revenues	State Appropriations	State Retained Tuition Revenues	College Operations	Residence Life	Gen. Purpose/ Auxiliary Ent.	Continuing Education	Athletics	Academic Support	College Center	Library	Student Activities	Other Trust Funds	Total	% of Total
State Appropriations	\$27,100,000												\$27,100,000	25%
State Authorized Retained Tuition		\$825,000											\$825,000	1%
State Funded Fringe Benefits (est.)	\$7,880,000	\$240,000											\$8,120,000	8%
Net Student Tuition & Fees - Day			\$28,457,000				\$1,038,630	\$268,410	\$894,700	\$389,000	\$644,600	\$486,250	\$30,078,590	28%
Net Student Tuition/Fees - Evening			\$1,790,000			\$5,581,700			\$74,250	\$128,225		\$74,250	\$7,648,425	7%
Contract Courses/Workshops - Evening					\$399,525	\$1,747,000							\$2,146,525	2%
Student Rents				\$14,392,600									\$14,392,600	13%
Student Meal Plans					\$7,086,200								\$7,086,200	7%
Gifts/Sales/Commissions				\$124,500	\$391,887	\$23,000	\$35,500	\$40,785	\$20,800			\$3,700	\$640,152	1%
Grants					\$0								\$0	0%
Interest/Miscellaneous			\$451,700	\$43,300	\$943,243	\$29,000	\$166,000	\$16,300		\$3,215	\$1,000	\$2,958	\$1,656,714	2%
Transfers In			\$4,724,300	\$0	\$1,035,000	\$175,000	\$210,000	\$1,063,500	\$30,800	\$100,000	\$15,000	\$200,000	\$7,651,600	7%
Total Budgeted Revenues	\$34,980,000	\$1,065,000	\$33,423,000	\$14,560,400	\$9,885,835	\$7,555,700	\$1,450,130	\$1,388,995	\$1,020,550	\$618,440	\$560,600	\$787,158	\$107,228,806	100%
Expenditures	State Appropriations	State Retained Tuition Revenues	College Operations	Residence Life	Gen. Purpose/ Auxiliary Ent.	Continuing Education	Athletics	Academic Support	College Center	Library	Student Activities	Other Trust Funds	Total	% of Total
Employee Compensation	\$27,100,000	\$825,000	\$5,927,000	\$1,348,758	\$581,426	\$1,145,115	\$61,499	\$64,055	\$65,696		\$0	\$109,589	\$37,208,138	35%
Employee Related Expenditures			\$138,000	\$9,900	\$25,800	\$28,600	\$29,250	\$304,512	\$3,546	\$1,500	\$700	\$27,100	\$686,708	1%
Special Employees			\$4,711,000	\$1,146,812	\$430,150	\$3,600,000	\$368,696	\$519,541	\$132,720	\$164,240	\$10,162	\$175,300	\$11,258,421	11%
Pension & Insurance	\$7,880,000	\$240,000	\$1,877,000	\$468,314	\$185,312	\$440,118	\$23,766	\$7,791	\$23,971	\$700	\$203	\$38,140	\$11,185,315	10%
Administrative Expenditures			\$1,850,000	\$407,100	\$467,528	\$380,500	\$347,200	\$152,458	\$106,660	\$43,300	\$40,088	\$90,431	\$3,865,245	4%
Facility Operations			\$395,000	\$323,500	\$136,780	\$10,000	\$245,800	\$207,904	\$50,006	\$375,000	\$362,934	\$46,235	\$2,153,159	2%
Utilities			\$3,050,000	\$1,480,000			\$950						\$4,530,000	4%
Consultant/Contracted Services			\$590,000	\$25,500	\$59,444	\$32,000	\$8,500	\$40,880	\$91,950		\$48,058	\$121,200	\$1,017,532	1%
Operational Services			\$350,000	\$63,875	\$6,417,440	\$15,000	\$82,850	\$5,250	\$500		\$12,832	\$250	\$6,937,997	6%
Equipment			\$700,000	\$43,650	\$86,500	\$2,000	\$57,500	\$56,450	\$22,650			\$56,600	\$1,025,350	1%
Equipment Lease			\$465,000	\$172,250	\$7,000	\$1,000	\$22,900	\$29,750	\$8,151	\$1,700	\$21,375	\$19,250	\$748,376	1%
Purchased Services			\$123,000	\$12,600	\$9,500	\$2,000	\$137,500	\$14,500	\$24,000		\$32,915	\$1,000	\$358,916	0%
Construction			\$1,724,800	\$138,500	\$81,300	\$15,000		\$1,000					\$1,961,125	2%
Information Technology			\$3,288,000	\$246,000	\$93,700	\$5,600	\$4,550	\$48,603	\$7,700	\$32,000	\$9,782	\$61,195	\$3,787,110	4%
Aid/Waivers/Entitlement Programs			\$2,439,000	\$288,000	\$42,000	\$474,000		\$35,000			\$6,400		\$3,284,400	3%
Payments/Debt Service			\$2,580,200	\$6,319,443	\$957,200	\$1,000	\$90,000		\$474,000				\$10,421,843	10%
Transfers Out			\$3,115,000	\$1,845,000	\$232,300	\$1,522,000		\$43,190	\$9,000		\$15,192	\$4,500	\$6,785,182	6%
Total Budgeted Expenditures	\$34,980,000	\$1,065,000	\$33,323,000	\$14,298,902	\$9,793,180	\$7,651,933	\$1,480,961	\$1,530,884	\$1,020,550	\$618,440	\$560,600	\$741,316	\$107,044,786	100%
Budgeted Net Income Result	\$0	\$0	\$100,000	\$261,498	\$82,655	(\$96,233)	(\$30,831)	(\$141,889)	\$0	\$0	\$0	\$25,841	\$181,040	0.2%
Percent of Total	33%	1%	31%	13%	9%	7%	1%	1%	1%	1%	1%	1%	100%	

Remitted Tuition (\$528,000) FY 17 Proforma Res. Life budget forecasts \$299K deficit

Other Funds Capital Budget - FY2016

Revenue Sources	College Funding	DCAM Funding	College Financing	MSCBA Funding	Total
Capital Expenditures	\$2,400,000	\$8,838,000	\$3,200,000	\$23,120,000	\$37,566,000

Operating Budget (less Aux. Ent.) \$82,952,684
State Support (Approp Plus F.B. Funding less Remitted Tuition) \$34,672,000
State Support as % of Non-Aux. Operations: 41.6%

Other Funds Financial Aid Budget - FY2016

Revenue Sources (College Administered)	Federal Loans	Non-Federal Loans	State Nil Loans	Federal Grants	State Grants	Foundation Grants (FSU Grants)	Other Grants	Indep Alumni Grants + Loans	FSU DGCE Waivers	Total
Financial Aid Expenditures	\$23,000,000	\$5,000,000	\$500,000	\$5,800,000	\$3,000,000	\$525,000	\$300,000	\$75,000	\$475,000	\$38,200,000
										\$9,700,000 25%
										\$28,500,000 75%

FY2015 All Budgeted Expenditures - Proforma Total

Budgeted Expenditures Operating/Capital/Financial Aid	Total
	\$182,981,806



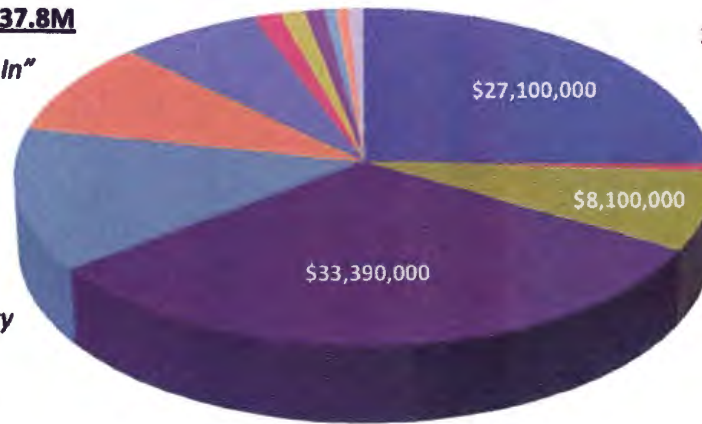
Framingham State University

Framingham State University FY2016 Operating Budget Summary

At Full Funding of Collective Bargaining Costs Level

Trust Funds: \$37.8M

Trust Funds "Locked In"
Essentially level funded except for enrollment impact (+1.0% for day courses; -7.6% for UG continuing education - predominantly impacts Library and Public Safety budgets).



General Operations Funds: \$69.4M

- State Appropriations
- Off-Budget State Fringe Benefits Support
- College Operations

Apportioning of General Operations Costs dependent upon ultimate level of state appropriation support.

\$107.2 Million Operating Budget



Framingham

State University

Framingham State University FY2016 Operating Budget Key Parameters

The base scenario assumes that the Commonwealth will fund "state share" of Collective Bargaining costs (\$845K incremental costs for FSU)

Budget Summary @ Funding of Coll. Bargaining

State Appropriations	\$27.1M (3.2%)
Student Charges	
Day Student Tuition and Fees – Increase (Annual)	\$380 (4.6%)
Residence Hall Rates – Increase (Annual)	\$280 (3.8%)
Dining Rates – Increase (Annual)	\$120 (3.7%)
DGCE Undergraduate – Increase (per course)	\$30 (3.0%)
DGCE Graduate – Increase (per course)	\$40 (3.1%-3.7%)
Institution-Funded Financial Aid – Increase	\$150K (6.6%)
Faculty Positions – Full Time Positions Net Increase (increase over original goal of 5 to address "15% rule" issue)	7
Staff Positions – Increase (including additional Dean) (funding comparable to original budget as lower cost staff positions selected)	8
Strategic Priorities Unallocated Funds	\$0
Budgeted General Operations Net Income	\$100K



Framingham State University tuition and fees are projected to remain the lowest of the state university peer institutions. Comprehensive costs for tuition and fees, room and board are projected to be over \$500 less than the segment average.

State Universities Student Cost Comparison: AY2015-2016

Peers Tuition and Fees, Room and Board - Updated at Reported Amounts

	FY16 Resident Tuition and Fees	FY16 Room	FY16 Board	FY2016 Total	Total Increase	% Increase
Bridgewater	\$8,864	\$7,678	\$3,331	\$19,873		
Fitchburg	\$9,710	\$6,636	\$3,169	\$19,515		
Framingham	\$8,700	\$7,660	\$3,340	\$19,700	\$780	4.0%
Salem	\$9,156	\$8,481	\$3,344	\$20,981		
Westfield	\$8,832	\$7,798	\$3,704	\$20,334		
Worcester	\$8,858	\$8,019	\$3,523	\$20,400		
Sister Universities Average	\$9,084	\$7,722	\$3,414	\$20,220		
Framingham Rank - Sister Colleges				2nd Lowest		
FSU \$ Difference from Avg.	-\$384	-\$62	-\$74	-\$519		
FSU % Difference from Avg.	-4.2%	-0.8%	-2.2%	-2.6%		

Assumptions:	Fees: \$380 increase (4.6%)	Revenue Impact: 5.2%
	Rent: \$280 increase (3.8%) - weighted avg rate	
	Board: \$120 increase (3.7%)	
Comprehensive Charges:	\$780 Increase (4.0%)	

Reported Range (as of April 30)	Projected FY2016 Fee Increases
Bridgewater	\$510-\$550
Fitchburg	\$450
Framingham	\$380-\$480
Salem	\$510
Westfield	\$150-\$300
Worcester	\$300

DGCE Student Charges

➤ Undergraduate:

Increases:

\$30 per course 3.0%

- cost per credit hour remains lowest among sister universities

➤ Graduate (excl. MBA/MSN/PSM)

\$40 per course 3.7%

➤ Graduate – MBA, MSN, PSM

\$40 per course 3.1%

Comparable Costs:

\$8,112 for 8 courses

\$9,000 for 8 courses

\$10,480 for 8 courses



Framingham State University

Five Year Pro Forma General Operations Budget Key Parameters

Major Factors Assumptions	FY2014	FY2015	FY2016	FY2017	FY2018
State Appropriations Support (net with coll. barg. reserves funding)	\$24,984,000	\$26,255,000	\$27,100,000	\$28,000,000	\$28,936,000
% Annual Increase	10.6%	5.2%	3.2%	3.3%	3.3%
Student Generated Net Revenues (rate and enrollment impact)	\$26,695,000	\$28,141,000	\$29,667,000	\$31,337,000	\$33,167,000
% Annual Increase	4.1%	5.4%	5.4%	5.6%	5.8%
Enrollment (Fall Day FTE) Projections	3,855	3,893	3,932	3,992	4,053
% Annual Increase (FY14-FY18 annual avg. increase: 1.4%)	1.5%	1.7%	1.0%	1.5%	1.5%
Student Financial Aid (Institutional Grants/Waivers) Support	\$2,164,000	\$2,289,000	\$2,439,000	\$2,589,000	\$2,739,000
% Annual Increase	11.0%	5.8%	6.6%	6.2%	5.8%
Annual Debt Service Projection	\$3,878,184	\$4,202,616	\$4,454,000	\$4,479,000	\$4,475,000
Debt Burden Ratio (including FY2015 issuances)	4.7%	4.8%	4.8%	4.6%	4.4%
Strategic Priorities Fund (includes projected debt service coverage funds)	\$4,215,000	\$3,774,000	\$3,485,000	\$3,582,000	\$3,811,000
Day Faculty Positions (FTEs - FY14-FY18 ann. increase; 2.8% FTE, 3.8% TT)	251	276	274	273	277
Students per FTE Faculty (FY11 Ratio: 16:1)	16.3	14.1	14.4	14.6	14.6
Staff Positions (FTEs - 6+3,7+1,5,4+1 new staff ann. FY15-FY18; 2.5% avg. ann. inc.)	313	322	330	335	340
Students per FTE Staff (including Deans positions)	12.3	12.1	12.0	11.9	11.9
Personnel Costs	29,645,000	31,643,000	33,540,000	35,357,000	37,386,000
Annual Percentage Increase	5.7%	6.7%	6.0%	5.4%	5.6%
Student Costs Assumptions	FY2014	FY2015	FY2016	FY2017	FY2018
Projected Student Charges:					
Tuition and Fees	\$8,080	\$8,320	\$8,700	\$9,080	\$9,460
Increase over prior year	\$0	\$240	\$380	\$380	\$380
% Increase	0.0%	3.0%	4.6%	4.4%	4.2%
Rent	\$7,100	\$7,380	\$7,660	\$7,980	\$8,260
Increase over prior year	\$300	\$280	\$280	\$300	\$300
Board	\$3,100	\$3,220	\$3,340	\$3,450	\$3,570
Increase over prior year	\$100	\$120	\$120	\$110	\$120
Framingham Costs	\$18,280	\$18,920	\$19,700	\$20,490	\$21,290
State College Peers Costs	\$18,537	\$19,434	\$20,200	\$20,944	\$21,674
Difference - FSU vs Peers	(\$257)	(\$514)	(\$500)	(\$454)	(\$384)
Rank	3rd Lowest	2nd Lowest	2nd Lowest	2nd Lowest	2nd Lowest
Aggregate Annual \$ Increase	\$400	\$640	\$780	\$790	\$800
Aggregate Annual % Increase	2.2%	3.5%	4.0%	4.0%	4.0%

Highlights

General Operations budget aligns with Strategic Plan assumptions

- Enrollment (adjusted)
- Student Charges
- Financial Aid
- Faculty (adjusted) and Staff
- Debt Service

• Strategic Priorities addressed

• Budget developed within five year pro-forma budget context



Framingham State University

Strategic Priorities Funding Plan

Strategic Priorities Initiatives Fund (\$18.9M over five years FY14-FY18)	\$4,215,000	\$3,774,000	\$3,485,000	\$3,582,000	\$3,811,000
Budgeted new faculty/staff positions are also available to support new initiatives	FY14 Budget	FY16 Budget	FY16 Budget	FY17 Budget	FY18 Budget
Energy Performance Contract - Debt Service Impact (offset reduction in Utilities)	\$360,000	\$360,000	\$360,000	\$360,000	\$360,000
Comprehensive Campaign Support/Reiter's Edge plus Foundation costs assumption	\$60,000	\$40,000	\$65,000	\$65,000	\$117,000
Maynard Building Program - 3 Year Lease/Operating costs, 4th-6th Year Extension	\$42,000	\$40,000	\$90,000	\$90,000	\$90,000
Library Phased Projects: May Hall Phased Projects	\$180,000	\$50,000	\$50,000	\$50,000	\$50,000
Science Project (\$2.0M FY13 financing, \$250K FY14 ADA, FY15 includes \$60K MCMU4)	\$363,000	\$218,000	\$138,000	\$138,000	\$138,000
Parking Expansion Projects					
2012 Issuance (\$10.0M) - Debt Service	\$665,000	\$745,000	\$747,000	\$746,000	\$746,000
2013 Issuance (\$1.5M); 2014 Issuance (\$350K alloc.) - Debt Service		\$121,000	\$140,000	\$140,000	\$140,000
2015 Issuance (\$3.2M)/Lease - Acquisition/Development Costs, Debt Svc./Operations		\$85,000	\$210,000	\$230,000	\$230,000
Parking Lot/1812 House Projects Construction Supplemental Funding	\$395,000				
Dining Expansion - \$3.6M project, FY13 on, \$160K ann. Debt Svc. from GP/Food Svc.		G.P. Trust Fund - Food Service funding of debt service			
Academic equipment and technology investments (FY15 and 16, Science Project contribution)	\$250,000	\$275,000			
IT security assessment - contracted services	\$30,000	\$31,000	\$32,000	\$33,000	\$33,000
Schedule 25 scheduling management system	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Digital Repository	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000
Additional Financial Aid support - above \$100K annually in base budget increases	\$50,000				
Fledge Aid Program Support		\$25,000			
Athletics Fields Enhancements - Debt Service Impact (\$3.4M summer 2014 program)	\$140,000	\$263,000	Assumed by Foundation allocation >>		
2014 Issuance (\$750K) - Debt Service			\$268,000	\$269,000	\$269,000
Project Contribution			\$40,000	\$40,000	\$40,000
Crocker Hall Facility Retention and Renovation Option Study/Infrastructure	\$71,000	\$45,000	\$20,000	\$20,000	\$30,000
Educational Technology classroom and lab equipment	\$130,000				
First Year retention and degree completion new/expanded initiatives	\$20,000	\$25,000			
Additional Academic space investments	\$348,000	(\$25,000)			
New degree programs	\$50,000	\$60,000			
Academic programs accreditation support/FY14: NCATE/NEASC; FY15: F&N	\$80,000	\$50,000			
Faculty Development new opportunities	\$50,000	\$50,000			
New programs/concentrations support (3)		\$10,000			
Academic Structure Changes - Faculty Fellows costs	\$200,000	reallocated below			
Academic Structure Changes - Grad Deans incremental costs	\$67,000	\$69,000			
Academic Structure Changes accelerated & based on 3 new Deans and 1 new adm.		\$277,000			
Incremental (net - including fringe benefits) cost of 5th Dean (Education)			\$71,000	\$73,000	\$75,000
Incremental net cost of 6th Dean (Business)			\$582,000	\$579,000	\$596,000
Music and Performance Co-curriculum Program	\$10,000	\$10,000	\$140,000	\$175,000	\$180,000
Assessment Initiative (Incremental) - transfer to AA Trust Fund	\$57,000	\$40,000			\$190,000
LEAP Assessment Project	\$6,000	\$25,000			\$10,000
Licensure Initiative	\$24,000	\$24,000			
Transportation Initiative (Incremental)	\$30,000	\$40,000			
Quality Assurance Position - Hire/Contracted (FY15 timing impact)		\$58,000			
Web site redesign (mobile devices support) - moved from FY14 to FY15 (net)		\$120,000	\$40,000	\$40,000	\$40,000
Retirement Incentive Program Reserve (Net including comp. absence costs)	\$139,000		\$118,000	\$120,000	\$123,000
FY14: SU Ad Campaign (\$55K)/Grad Camp. (\$18K); FY15: New Viewbook/Brochures	\$73,500	\$45,000			
Admissions CRM Project Reserve		\$90,000			
Registrar Schedule Builder Project		\$25,000			
Banner/Process Improvements Project		\$100,000			
Settlement Cost Reserve	\$50,000				
College Planning Center - FSU Capital (FY14) & FF&E, Operational Support (FY15-)	\$176,000	\$95,000			
"BC" Reductions Build for Internship program - FY16		\$44,000			
ASL Program Supplemental Costs		\$50,000			
World of Work Initiative					
Starfish Retention Initiative (in addition to staff position)		\$35,000			
Enrollment Management Supplemental Support (including Common App in FY15)		\$25,000			
Office Facility Acquisition/Debt Service (at an end Operations Costs (FY15 Interest Only)		\$50,000			
Information "Cyber" Security Officer					
Unallocated Strategic Priorities Initiatives anticipated funding	\$70,000	\$0	\$0	\$0	\$0
Total Currently Allocated	\$4,145,000	\$3,774,000	\$3,485,000	\$3,582,000	\$3,811,000

Strategic Priorities Funding Plan

Based on strategic priorities ranking input from various campus constituents, a funding plan has been developed to address the highest ranked priorities as illustrated.

Other noted strategic priorities will be addressed through reallocations or targeted trust fund-directed support.



Fee Schedule – College Operations Associated Fee Ranges
Based on Various State Funding Levels

	<u>State Funding Level</u>	<u>College Operations Fee Increase</u>
At Current Funding Level -	\$26.3M (0.0%)	\$580 (7.0%)
	\$26.5M (0.9%)	\$530 (6.4%)
	\$26.7M (1.7%)	\$480 (5.8%) – House W&M Budget Level* (Scenario 2)
	\$26.9M (2.5%)	\$430 (5.2%) – Governor’s Budget Level*
At Funding of Contracts -	\$27.1M (3.2%)	\$380 (4.6%) – Basis for Budget Development (Scenario 1)
	\$27.4M	\$380 – ISO Position Hire / SPIF Funds
	\$27.7M	\$380 – Net Income Restoration / SPIF Funds
	\$28.0M	\$300
	\$28.3M	\$225 (2.7%)
	\$28.6M	\$150
	\$28.9M	\$75
At “50/50” Full Funding -	\$29.0M	\$0 (0.0%)

* Includes estimate of performance
funding reserve allocation

PERSONNEL ACTIONS

STAFF APPOINTMENTS

Southworth, Charity	Staff Assistant McAuliffe Center Replacement	Effective: 04/20/2015 Annual Salary Rate: \$40,000.22
Thomas, Zachary	Staff Assistant ITS Replacement	Effective: 03/23/2015 Annual Salary Rate: \$45,000.02

STAFF PROMOTIONS

Lucking, Rachel	Assistant Dean SILD	Effective: 04/06/2015 Annual Salary Rate: \$77,814.10
Ostrander, Claire	Director SILD	Effective: 04/06/2015 Annual Salary Rate: \$62,558.08
Stoops, Melinda	Associate Vice President/ Dean Dean of Students	Effective: 04/06/2015 Annual Salary Rate: \$133,000.14

TENURE TRACK FACULTY APPOINTMENTS

Bell, Dwayne	Assistant Professor Chemistry & Food Science Replacement	Effective: 09/01/2015 Annual Salary Rate: \$66,000.00
Deniz, Borga	Assistant Professor Business New	Effective: 09/01/2015 Annual Salary Rate: \$92,500.00
Krul, Michael	Assistant Professor Mathematics Replacement	Effective: 09/01/2015 Annual Salary Rate: \$62,000.00

ATTACHMENT

May 12, 2015

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Obaid, Margaret	Assistant Professor Psychology & Philosophy New	Effective: 09/01/2015 Annual Salary Rate: \$62,500.00
Rosero, Luis	Assistant Professor Economics New	Effective: 09/01/2015 Annual Salary Rate: \$75,000.00
Trousdale, Rachel	Assistant Professor English Replacement	Effective: 09/01/2015 Annual Salary Rate: \$67,000.00
White, Jeffrey	Assistant Professor Biology Replacement	Effective: 09/01/2015 Annual Salary Rate: \$61,000.00
Yalowitz, Paul	Assistant Professor Art & Music Replacement	Effective: 09/01/2015 Annual Salary Rate: \$75,000.00

FACULTY PROMOTIONS

Bowen, Christopher	Associate Professor Communication Arts	Effective: 09/01/2015
Crosier, Michael	Associate Professor Food & Nutrition	Effective: 09/01/2015
Davis, Aline	Professor Biology	Effective: 09/01/2015
Grassetti, Mary	Associate Professor Education	Effective: 09/01/2015
Harrison, Michael	Associate Professor Business	Effective: 09/01/2015
Kolodny, Kelly	Professor Education	Effective: 09/01/2015
Lynne, Patricia	Professor English	Effective: 09/01/2015

Matthews, Kelly	Associate Professor English	Effective: 09/01/2015
McMakin, Deborah	Associate Professor Psychology & Philosophy	Effective: 09/01/2015
Noon, Virginia	Associate Professor Fashion Design & Retailing	Effective: 09/01/2015
Remington, Ruth	Professor Nursing	Effective: 09/01/2015
Sebor-Cable, Pamela	Associate Professor Fashion Design & Retailing	Effective: 09/01/2015
Simons, Amanda	Associate Professor Biology	Effective: 09/01/2015
Springer, Claudia	Associate Professor English	Effective: 09/01/2015
Van Roo, Brandi	Professor Biology	Effective: 09/01/2015

TENURE APPOINTMENTS

Arpin, Sheree	Assistant Professor Mathematics	Effective: 09/01/2015
Bowen, Christopher	Associate Professor Communication Arts	Effective: 09/01/2015
Grassetti, Mary	Associate Professor Education	Effective: 09/01/2015
Harrison, Michael	Associate Professor Business	Effective: 09/01/2015
Latimer, Christopher	Associate Professor Political Science	Effective: 09/01/2015

Matthews, Kelly	Associate Professor English	Effective: 09/01/2015
Noon, Virginia	Associate Professor Fashion Design & Retailing	Effective: 09/01/2015
Otto, Judith	Assistant Professor Geography	Effective: 09/01/2015
Remington, Ruth	Professor Nursing	Effective: 09/01/2015
Sebor- Cable, Pamela	Associate Professor Fashion Design & Retailing	Effective: 09/01/2015

RESIGNATIONS

Casey, Mary	Director Alumni Relations	Effective: 05/15/2015
Facchinetti, Daniel	Staff Assistant Education Technology Office	Effective: 05/08/2015

RETIREMENTS

McLaughlin, Catherine	Professor English	Effective: 05/29/2015
Meaney, Martha	Professor Economics	Effective: 06/01/2015

PERSONNEL ACTIONS**STAFF APPOINTMENTS**

Southworth, Charity	Staff Assistant McAuliffe Center Replacement	Effective: 04/20/2015 Annual Salary Rate: \$40,000.22
Thomas, Zachary	Staff Assistant ITS Replacement	Effective: 03/23/2015 Annual Salary Rate: \$45,000.02
Woodrum, Arlie	Dean College of Education	Effective: 08/03/2015 Annual Salary Rate: \$130,000.00

STAFF PROMOTIONS

Lucking, Rachel	Assistant Dean SILD	Effective: 04/06/2015 Annual Salary Rate: \$77,814.10
Ostrander, Claire	Director SILD	Effective: 04/06/2015 Annual Salary Rate: \$62,558.08
Stoops, Melinda	Associate Vice President/ Dean Dean of Students	Effective: 04/06/2015 Annual Salary Rate: \$133,000.14

TENURE TRACK FACULTY APPOINTMENTS

Bell, Dwayne	Assistant Professor Chemistry & Food Science Replacement	Effective: 09/01/2015 Annual Salary Rate: \$66,000.00
Deniz, Borga	Assistant Professor Business New	Effective: 09/01/2015 Annual Salary Rate: \$92,500.00

ATTACHMENT

May 12, 2015

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Krul, Michael	Assistant Professor Mathematics Replacement	Effective: 09/01/2015 Annual Salary Rate: \$62,000.00
Obaid, Margaret	Assistant Professor Psychology & Philosophy New	Effective: 09/01/2015 Annual Salary Rate: \$62,500.00
Rosero, Luis	Assistant Professor Economics New	Effective: 09/01/2015 Annual Salary Rate: \$75,000.00
Trousdale, Rachel	Assistant Professor English Replacement	Effective: 09/01/2015 Annual Salary Rate: \$67,000.00
White, Jeffrey	Assistant Professor Biology Replacement	Effective: 09/01/2015 Annual Salary Rate: \$61,000.00
Yalowitz, Paul	Assistant Professor Art & Music Replacement	Effective: 09/01/2015 Annual Salary Rate: \$75,000.00

FACULTY PROMOTIONS

Bowen, Christopher	Associate Professor Communication Arts	Effective: 09/01/2015
Crosier, Michael	Associate Professor Food & Nutrition	Effective: 09/01/2015
Davis, Aline	Professor Biology	Effective: 09/01/2015
Grassetti, Mary	Associate Professor Education	Effective: 09/01/2015
Harrison, Michael	Associate Professor Business	Effective: 09/01/2015

Kolodny, Kelly	Professor Education	Effective: 09/01/2015
Lynne, Patricia	Professor English	Effective: 09/01/2015
Matthews, Kelly	Associate Professor English	Effective: 09/01/2015
McMakin, Deborah	Associate Professor Psychology & Philosophy	Effective: 09/01/2015
Noon, Virginia	Associate Professor Fashion Design & Retailing	Effective: 09/01/2015
Remington, Ruth	Professor Nursing	Effective: 09/01/2015
Sebor-Cable, Pamela	Associate Professor Fashion Design & Retailing	Effective: 09/01/2015
Simons, Amanda	Associate Professor Biology	Effective: 09/01/2015
Springer, Claudia	Associate Professor English	Effective: 09/01/2015
Van Roo, Brandi	Professor Biology	Effective: 09/01/2015

TENURE APPOINTMENTS

Arpin, Sheree	Assistant Professor Mathematics	Effective: 09/01/2015
Bowen, Christopher	Associate Professor Communication Arts	Effective: 09/01/2015
Grassetti, Mary	Associate Professor Education	Effective: 09/01/2015

ATTACHMENT

May 12, 2015

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Harrison, Michael	Associate Professor Business	Effective: 09/01/2015
Latimer, Christopher	Associate Professor Political Science	Effective: 09/01/2015
Matthews, Kelly	Associate Professor English	Effective: 09/01/2015
Noon, Virginia	Associate Professor Fashion Design & Retailing	Effective: 09/01/2015
Otto, Judith	Assistant Professor Geography	Effective: 09/01/2015
Remington, Ruth	Professor Nursing	Effective: 09/01/2015
Sebor- Cable, Pamela	Associate Professor Fashion Design & Retailing	Effective: 09/01/2015

SABBATICAL LEAVES

Holloway, Lorretta	Professor English	Spring 2017
Kali, Audrey	Associate Professor Communication Arts	Spring 2016
Sandberg, Sonya	Professor Mathematics	Fall 2016

RESIGNATIONS

Casey, Mary	Director Alumni Relations	Effective: 05/15/2015
Facchinetti, Daniel	Staff Assistant Education Technology Office	Effective: 05/08/2015

RETIREMENTS

McLaughlin, Catherine

Professor
English

Effective: 05/29/2015

Meaney, Martha

Professor
Economics

Effective: 06/01/2015

FRAMINGHAM STATE UNIVERSITY

Administration and Finance

AY2016 Goals – End-of-Year Update

A&F Division AY2016 Strategic Plan Goals

➤ Expand Opportunity

- FSU's comprehensive costs (expenditures and price) will remain below the Massachusetts state university average and University-funded financial aid will continue to be increased
- ✓ Identify cost reduction savings and implement selective opportunities in departments and through collaborative programs
 - Additional PACE initiatives undertaken including Bookstore RFP
 - Budget reviews undertaken of certain cost categories (e.g., overtime, contractors, catering, printing, travel, memberships, etc.)
- ✓ Develop budget options for Campus and BOT consideration that limits student charges increases and enhances student financial aid
 - Response to state 9C reductions did not entail student fee increases
 - New FSU Foundation allocation plan increases annual student aid
 - FY2016 budget proposal would retain lowest tuition and fees among sister state colleges and comprehensive costs \$500 below the segment average
 - FY2016 budget proposal would fund \$150K (6.6%) student aid increase
- ✓ Implement Year Four of the FSU Comprehensive Campaign Plan
 - Campaign, at mid-point, is at 58% of goal; campaign finance plan updated

➤ Develop Community

- FSU will enhance facilities and technology to meet capacity and academic program needs
- ✓ Advance Hemenway Hall/Science Laboratory Facility Project through current contract management and second contract funding agreements completion.
 - Contract #2 MOU completed and approved by four parties; funding in place (\$12.3M) and design underway
- ✓ Advance New Residence Hall Project
 - Project construction underway
- ✓ Advance Other Capital Master Plan Projects
 - O'Connor Hall repositioning (Fall 2016) – Elevator project scheduled for summer 2015
 - Crocker adaptation/repairs – Study completed; Phase 1 scheduled for summer 2015
 - Parking expansion – Salem End lot open; other expansion options being explored
 - Athletic venues enhancements – Maple Fields Project completed
 - College Planning Center development – Construction underway
 - Deferred maintenance investments – DCAMM funding (\$950K) received
 - Property acquisitions to support current and future capacity needs – 860 Worcester Road closing completed

✓ **Advance Additional Properties Acquisition**

- **Additional property acquisitions under consideration**

✓ **Implement University Technology Initiatives**

- Implement telephone/voice mail, e-mail, and wireless systems upgrade
 - **Ongoing implementation; next major phase summer 2015**
- Support University Technology Committee initiatives including web site redesign and support for mobile devices
 - **Ongoing implementation; completion anticipated fall 2015**
- Undertake review of Banner processes and implement enhancement projects
 - **Ongoing implementation; completion anticipated summer 2015**

➤ **Promote Student Success**

- **FSU will instill a culture of assessment as the basis for resource provisioning supporting continuous improvement**
- ✓ **Continue selective reviews of departmental operations; implement response plans**
 - Examples include ITS Service Management solution; Business Office Processes Review; and various risk assessments
 - **ITS security reviews completed; Banner process review ongoing; Quality Assurance staff member search completed; BOT and FSU level "Compliance, Audit and Risk" Committees created**
- ✓ **Allocate resources in support of strategic priorities including aligning faculty and staff growth with increases in enrollment.**
 - **Budget developed to identify strategic priorities support and funding for planned faculty and staff growth**



Framingham State University

Board of Trustees

Proposed at BOT Meeting on 5.12.2015

Meeting Dates for AY 2015 – 2016

- Tuesday, September 22, 2015
- Tuesday, November 17, 2015
- Tuesday, January 26, 2016
- Tuesday, March 22, 2016
- Tuesday, May 17, 2016

Sunday, May 22, 2016 Commencement